SENQU MUNICIPALITY



Adopted 30 May 2018

IDP

2017-2022

Review 2018/19

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MAYORS FOREWORD

I am honoured to introduce the IDP review for 2018/19. The IDP contains the programmes and targets that Council wishes to obtain in its 5-year term. Communities have expressed their needs and issues through outreaches and ward meetings.

The implementation and success of the IDP will rely on strong and constant interactive partnerships with sector departments, private business and traditional leaders. The financial viability of the Municipality is dependent on increasing the rate base. This can only happen through the implementation of Vision 2030 which will result in the formalisation and incorporation of villages around existing urban areas into the formally proclaimed towns. The existing overcrowded CBD in some urban areas must be addressed through the implementation of small town regeneration programmes. Other urban areas with decaying CBD's need to revived through the implementation of small town regeneration programmes. However, this can only be achieved through strong partnerships with the private and government sectors as well as adherence by residents to bylaws, traffic and building legislation.

The vision of Council for the next 5 years is to ensure that the Municipality delivers the services that it is tasked to render and remain financially viable by collecting revenue from residents who are able to pay for services and subsidise those who are unable to afford to pay for services.



Cllr N. Mposelwa

Mayor

EXECUTIVE SUMMARY

Purpose of this Document

The purpose of integrated development planning is to ensure a coherent and holistic framework for service delivery within a municipal area. This involves interaction between the various spheres of government and their powers and functions as well as the community and private sector to pool their resources and work together to resolve issues and increase the economic and social environment of the area.

This document contains the development priorities of Council for its term of five years and forms a commitment between the Municipality, other governmental spheres and its residents about how and where development will take place.

Demographic Statistics

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statsaa, Census 2011). The 2016 household survey indicates a population of 140 720 which vindicates the Municipality's assertion that in 2011 the rural areas were not properly enumerated (StatsSA, 2016). This indicates a 1 % growth rate (Statssa,2016)

The majority of the population is still centred around the former Transkei homeland with Sterkspruit at the centre. The majority reside in rural areas as opposed to urban area which includes rural villages and farm households. The population density is estimated at 16.12 persons per km squared.

Household numbers were 33 904 (2001) and rose to 38 046 (2011) and dropped to 35 597 (2016). This is due to the effects of urbanisation and participation in a world economy which means that large households are shrinking due to economic costs. Average household size dropped from 4 in 2001 to 3.5 in 2011 and back up to 4 in 2016 (Statssa,2016).

Males in 2011 made up 46,8 % of the population in 2011 which has dropped to 46,2% in 2016 (Statssa,2016). Females are the majority of population with 53,2% in 2011 and 53,8 % in 2016 (Statssa,2016).

The population is youthful with 34% aged between 0-14 in 2011 and 36,9% in 2016. 34 % are aged between 15-34 years of age in 2011 and 40,4% in 2016 (Statssa,2016). The dependency ration is 72,4 % (Statssa,2016). This means that there is a high need for services for the youth. The downside of this, from a financial point of view is that most of these people will not be in employment or low earners as they are starting their careers thereby decreasing the amount of people available to pay for services.

Socio – Economic Summary

Data from the 2011 Census indicates that the average unemployment rate of the Senqu Municipality is 35.5 %. This only includes people that are actively searching for work. Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed whilst the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu can be as high as 65% compared to 54% and 48% for the District and Eastern Cape respectively (Statssa,2011).

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the District (-1.23%) and Province (-0.21%) respectively. The reason for negative formal employment growth can be attributed to:

- Poor performance of agriculture, trade and manufacturing sector;
- Over-dependency on the services sector;
- Recession and global environment.

However, also of concern is the quality of available jobs in Senqu. These jobs tend to be in economic sectors that are not high paying and therefore do not necessarily provide a good quality of life. In addition, they are directly affected by the international economy and climate change and job losses can be sudden.

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge. With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month. This is indicative of Senqu's low economic base, a factor that makes it less attractive to investors. This has negative repercussions for the economy and the municipality as more and more people cannot afford to pay for their livelihoods and services.

Service Delivery Perspective

70 % of households live in a formal dwelling and 68.5 % own their own dwelling. The 2011 census reveals that Senqu has a served population of 81,2% (Statsaa, 2011). Sanitation provision which was lagging behind now only has 6,7 % without any access to sanitation at all (Stattsa,2016).

The provision of water and sanitation is hampered by the terrain as well as decaying and poorly designed water and sanitation systems that were not designed to cope with the additional demands placed upon them and which have come to the end of their lifespan. Illegal water connections also create problems with water pressure. These problems have led to the phenomenon of false droughts where there is insufficient water to meet the demand due to limited water storage facilities.

The telecommunication network in Senqu is insufficient with poor quality experienced in many areas. Network coverage as well as radio and television reception are not accessible in mountainous areas as well as the main arterial road of the R 58. The electricity network covers most of the area with 93,2 % utilised electricity for lighting purposes (Statssa,2011). Newer extensions are not electrified and villages in very mountainous rocky areas. The main problem with the electrification network in town is the high amount of leakage.

Waste management remains an issue as it does not spread beyond the urban boundaries due to limited staff and vehicles. Waste sites do not meet all environmental legislation but steps are being taken to rectify this through the MIG grant. The construction of new waste sites is being delayed by sourcing communal ground and non-approved EIA's. Recycling iniatives are small due to the distance from markets.

Environmental management is poor due to limited staff and budget and many by laws are not enforced due to the factors already mentioned. Many town planning by laws are broken and illegal land invasion occurs on a regular basis. However, Peace Officers have been trained and new bylaws are being produced with monetary penalties so enforcement should improve. Maintenance of roads and bridges in the rural area is minimal due to limited funding from provincial sector departments. This has led to decaying infrastructure which actually needs to be reconstructed rather than maintained. Rural people struggle to access services due to this especially during the rainy period when the roads become impassable and flooded. Access to clinics and schools remains a challenge as people still have to walk long distances and the quality of the service is limited. Easy access to healthcare and secondary and tertiary education remain a challenge.

Municipal Priorities

1. Service Delivery – solid waste management, electricity losses in Sterkspruit
2. Access roads (villages)
3. Access to land – shortage, bulk unserviced sites, land tenure, invasions, surveying
4. Local economic development
5. Job creation
6. Youth development and employment
7. Revenue enhancement

CHAPTER ONE: SPATIAL & DEMOGRAPHIC ANALYSIS

Spatial Characteristics of the area

Table 1: Spatial Characteristics

Description	**Specifics**
Area	7329km².
Neighbours	Walter Sisulu (W), Emalahleni & Sakhisizwe (S), Elundini (E) and Kingdom of Lesotho (N).
Towns	Major: Sterkspruit, Lady Grey & Barkly East
Hamlets	Rossouw, Rhodes & Herschel
Villages	85
Topography	Mountainous. Slopes steeper than 1:8 as part of the southern Drakensberg range. The highest point in the Eastern Cape, Ben MacDhui at 3001m above sea level occurs in the municipality (JGDM Environmental Plan).
Catchment area	Orange river catchment.
Geology	Karoo Supergroup Basaltic lavas of Drakensberg Group Beaufort, Molteno, Elliot & Clarens Groups of sandstone & shale (JGDM Environmental Plan)
Climate	Temperature fluctuations of between 42°C and - 16°C in summer. In winter, the minimum temperature can vary between -7°C and -1°C. Annual average of 150 days of frost. Rainfall varies from between 1000mm and 1400mm of rainfall a year to about 600mm in the lower lying areas (JGDM Environmental Plan)
Soils	Degraded areas due to communal grazing lands not being well maintained or protected under the previous dispensation. The primary cause is the overstocking of livestock and inappropriate grazing methods. (JGDM Environmental plan)

Description	Specifics
Vegetation	There are five vegetation types found in Senqu: • Dry Sandy Highveld Grassland • Moist Cold Highveld Grassland • Afro Mountain Grassland • Alti Mountain Grassland. It is important for grazing and generally occurs in water catchment areas • Moist upland Grassland. This is important for maize farming and forestry.
Land use cover	• Total cultivated area of arable land of 47 319, 21 Ha. Dry land under commercial Production has 18 178, 39 Ha; • Commercial Irrigated Land of 3 866, 57 Ha • Semi Commercial (Commonages) has 25 274, 25 Ha (Information supplied by the Department of Agriculture). • Limited land available that can sustain intensive agricultural practices. (it should be noted that all maps pertaining to this summary are contained in the SDF 2017 which is a separate document.)

Environmental Opportunities

Senqu Municipality has some of the most beautiful scenery in South Africa. It has most of the highest mountain passes in the country. This can be used to promote self-drives for 4 x 4 enthusiasts.

The rugged terrain can be utilised for adventure and agricultural tourism which is already occurring like the Salmon Skyrun. The numerous sandstone can be utilised for building bricks or paving as is being done at Hershel Sandstone. There is also a lot of fine river sand for building purposes but this needs to be monitored as much illegal sand mining is occurring without permits.

The high amount of wind and solar energy can be utilised for greener energy alternatives such as wind and solar energy (JGDM Environmental Management Plan 2011). However, these alternatives require further study and mapping.

The area also contains many bird species and a vulture restaurant near Lady Grey. It contains many species of unique alpine plants such as one species of red hot poker which does not grow anywhere else.

Many paleontological species are being discovered in the area with many dinosaur skeletons as well as rock art.

Environmental Aspects & Challenges

- Alien vegetation. The municipality struggles with crack willow which grows along the Kraai river and sucks up litres of water
- Firewood collection. Persons collect firewood indiscriminately breaking down trees. In addition, the

indiscriminate burning of grasslands creates air pollution and loss of biodiversity. It is impossible to determine the extent of air pollution as the municipality does not have **an air quality management plan** as it is not a licensing authority

- The location of dipping tanks. Many of these dipping tanks are located near streams which can poison water supplies
- Borrow pits which are not adequately rehabilitated
- Drainage culverts placing can either hinder or promote gulley erosion
- The proximity of waste water treatment works at both Lady Grey and Barkly East to rivers poses a risk as they could be susceptible to potential flood damage
- Soil erosion, which is the highest in the JGDM due to marginal soils being utilised for inappropriate agricultural practises.
- The registration and management of solid waste disposal sites and lack of recycling.
- Burning of waste and inadequate collection of waste leading to illegal dumping. Lack of human and financial capacity to implement environmental by-laws and act on environmental issues
- Inappropriate land and hygiene practises leading to increased sedimentation and entrophication and pollution of fresh and groundwater sources.
- Increased invasion by alien and undesirable species like Slangbos and blue bush near Lady Grey. Limited protection of environmental sensitive areas
- Poor and crumbing sanitation infrastructure (JGDM Environmental Management Plan 2011)

In addition to the above, the Municipality struggles with flash flooding due to the terrain which results in rapid runoff and accelerated donga erosion. The geological nature of the soil and poor veld, animal and soil management results in large scale loss of topsoil.

Protection of Natural Assets

Whilst the Municipality is blessed with some of the most beautiful alpine scenery which is one of the prime factors for its tourism industry, very little is done to protect the environment and it lies in the hands of individual land owners to conserve this fragile environment.

The Municipality has a huge quantity of sandstone which is being mined and cut into bricks for building. A large quantity of sand is constantly mined for the making of bricks. The Municipality does not fund any projects which utilises these assets without a mining permit.

The District Municipality is running projects in the area to fence off and conserve springs. In general, environmental protection of assets is stressed in the SDF and the Municipality adheres to this in the planning of new developments. The protection of environmental assets is poor due to lack of human and financial resources. Large scale education of the public is required as well as strong political will.

The Municipality is busy addressing the issue of poor management of its waste sites and is in the process of building new sites and closing down non-compliant waste management sites.

The Impact of Climate Change

In 1990 South Africa was responsible for about 1.2 % of the total warming effect which placed it within the top ten contributing countries in the world. The carbon dioxide equivalent emission rate per person in South Africa is about 10 T of Carbon dioxide and above the global average of 7 T per person per year. A recent study by the Countries Studies Project predicts that climate change will cause mean temperature increases in the range of between 1 to 3 degrees centigrade by the mid-21st century with the highest increases in the most arid parts of the country. A broad reduction of between 5 to 10 % decrease has been predicted for summer rainfall regions like Senqu. This is likely to be accompanied by an increased incidence of drought and floods with prolonged dry spells followed by intense storms. A marginal increase in early winter rainfall is predicted for the winter rainfall region. A rise in sea level is also predicted of about 0.9 m by 2100 (DEAT website 2000-2005)

Whilst there might be some debate on the effect of climate change, it is clear that the health sector, maize production, plant and animal biodiversity, water resources and rangelands are areas most vulnerable to climate change.

The main effects for Senqu would be:

- Water scarcity may increase in some areas. It is estimated that even without climate change, South Africa will use up most of its surface water resources within the next few decades. Climate change may also alter the magnitude, timing and distribution of storms that produce flood events.
- Frequency of livestock disease outbreaks could be affected
- Maize production will decrease as the climate becomes hotter and drier resulting in the decrease of about 10 to 20 % over the next 50 years.
- Decrease in biomes by 38 to 55 % by 2050, decrease in species and an expansion of insect pests such as the brown locust (DEAT website 2011)

Climate Change Strategy

1. Temperature increase

An increase in temperature will have a greater impact on communal farmers as a recent study done by CEEPA indicates that farmers with larger areas of ground will be better able to withstand the effects of climate change. Senqu will therefore be focussing its efforts on training small scale farmers how to compensate for this increase by changing their farming methods and practises.

Senqu Municipality will look at the possibility of developing building bylaws for people regarding insulation of their houses such as double glazing and the alignment of the building to the sun. This will help in decreasing costs of heating and cooling. This still needs to be investigated to determine the economic feasibility of enforcing the regulations in an economically depressed region.

2. A fall in precipitation

A fall in precipitation of between 2 to 8 % by 2050 and 4 to 8 % by 2100 will affect dryland farms as well as small scale farmers, as it is estimated that crop net revenues will fall by 1.7 % to 5.3 % per hectare for the whole of South Africa. It also suggests that an annual increase of 1 degree centigrade will have a positive impact on annual crop net revenues for all farms except dryland. The increase in temperature will affect crop farm net revenues negatively in the summer farming season but positively in the winter season (CEEPA, 2006 Climate change and African agriculture).

Senqu Municipality will work with farmers to develop strategies that will increase the positive impacts while reducing the negative impacts for all types of farming. In addition, the Municipality will look at increasing the amount of water storage in the area and implementing by laws which will legislate that all householders have tanks on their property to collect rainfall. There will also be an increase in the maintenance budget for roads, bridges and storm drainage.

A recent Climate Change Vulnerability Assessment and Response Plan done for the JGDM area in November 2017 by DEA highlighted the following areas of concern for Senqu Municipality:

- Crop production yields will be low especially dryland crop production.
- The current grassland biome may be slowly changed to savanna
- Treatment of waste water is poor
- Drinking water quality is good
- Wetlands are under threat
- Increased flooding and wild fire outbreaks
- Increased drought and problems with water for irrigation and consumption together with increased waterborne diseases like cholera

Demographic / Population Analysis

1. SOCIO-ECONOMIC INDICATORS

1.1 Population Dynamics

Senqu Municipality has a population of 134 150 which has grown to 140,720 (Statsaa, 2016). This makes it the most populous municipality in the Joe Gqabi district. This slight increase in population is due to births but it is not a significant increase. It is only a 1 % increase. The Eastern Cape in total in 2015 only has a population of 6 916 200 which makes up 12,6% of the national total (Statsaa 2016). Provincially, for the period 2011–2016 it is estimated that approximately 243 118 people will migrate from the Eastern Cape (Statsaa 2016).

Household numbers are increasing from 33 904 (2001) to 38 046 (2011) with a slight drop to 35 597 in 2016 (Statssa,2016). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011 and 4 in 2016 (Statssa,2016).

Table 2: Average Household Size

Municipality	Total population			No of H/holds			Average h/hold size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	324118	336413	337853	71162	84835	97775	4.6	4	3.5
Elundini	134077	135389	131656	29549	33209	37854	4.5	4.1	3.5
Senqu	129673	134326	131981	28056	33904	38046	4	4	3.5
Walter Sisulu	60369	66698	74216	15557	17722	21875	4.5	3.8	3.4
EC Total	6036337	6163009	6246143	1303287	1481640	1687385	4.6	4.2	3.7

Source: Statsaa Census 2011

The dominant home language is Isi Xhosa, isiHlubi, seSotho, Afrikaans and English. A larger part of isiHlubi speakers can be found around the Sterkspruit area.

Rural vs. Urban Population

According to the 2001 Census 86% of households are rural in nature. Whilst it is difficult to determine this figure with any accuracy from the 2011 census, indications are that it is at least around 70 %. This dynamic is shifting with the phenomenon of urban in migration occurring in Senqu Local Municipality. The majority of which is situated around the town of Sterkspruit (SDF 2017). This simply means that people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing, to be replaced by many villages growing towards each other creating rural urbanisation.

There is an also an out migration of people both out of the rural areas to the urban areas and from JGDM to other districts. An inward migration from Lesotho to Mt Fletcher and Sterkspruit is also being experienced (Joe Gqabi WSDP 2010).

"Between 2006 and 2016 the population growth averaged 0.33% per annum which is significant lower than the growth rate of South Africa as a whole (1.54%). Compared to Joe Gqabi's DM average annual growth rate (0.65%), the growth rate in Senqu's population at 0.33% was about half than that of the district municipality (SERO,2017:10)".

"Senqu's population is projected to grow at an average annual rate of 0.9% from 142 000 in 2016 to 148 000 in 2021 (SERO,2017:11)." The population projection shows an estimated average annual growth rate of 0.9% between 2016 and 2021 against the "average annual growth for Joe Gqabi District Municipality, Eastern Cape Province and South Africa at 1.1%, 1.0% and 1.4% respectively (SERO,2017:12)".

1.2 Human Settlements

Senqu is a predominantly rural area, characterised by small settlements, limited urbanisation and subsistence agriculture. The majority (85.74%, 2001 Census) of households are rural in nature, including rural villages and farm households and the overwhelming majority (93.27%) of the local population live in the Sterkspruit sub-region. This dynamic is shifting with urban in-migration where “people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing.” (Senqu IDP 2011).

1.3 Gender and Age

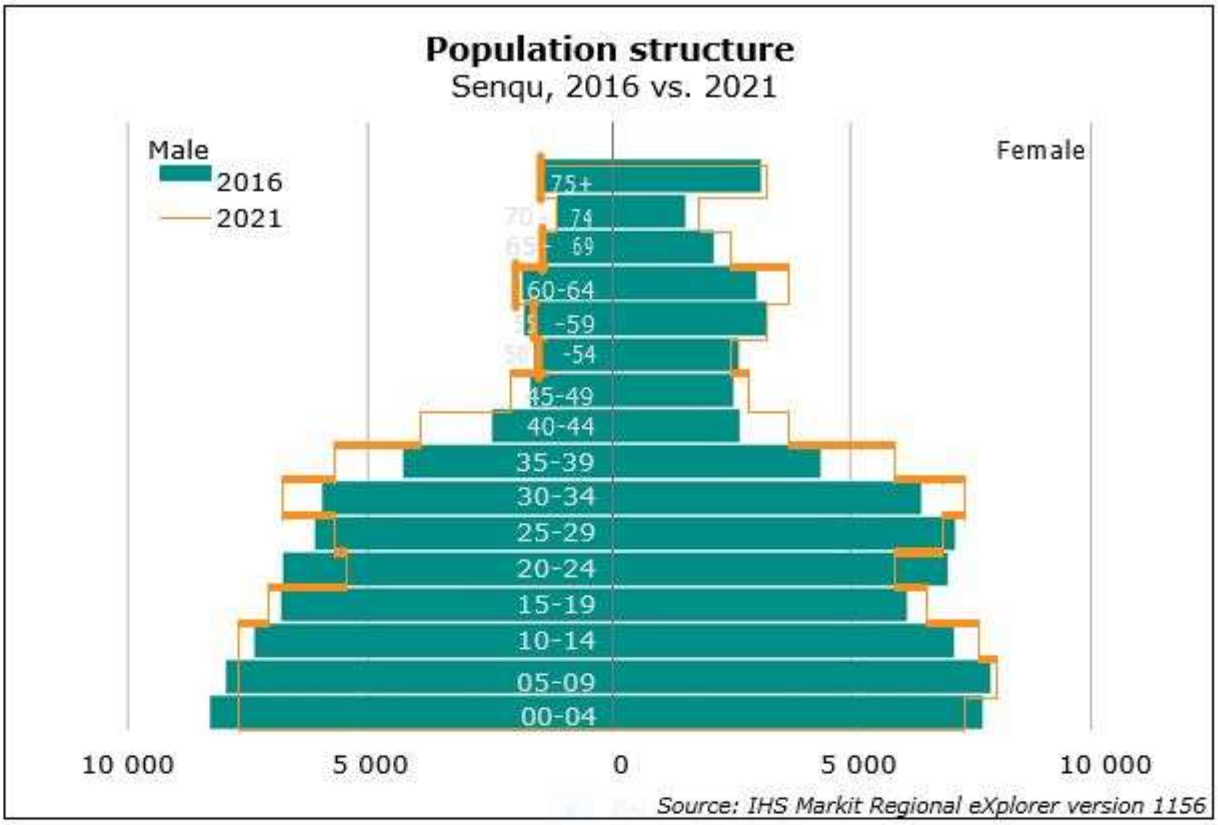
Table 3: Population by gender.

	Male	Female	Total
Senqu	66,400	75,400	142,000
Elundini	70,300	74,700	145,000
Walter Sisulu	41,800	44,200	86,000
Joe Gqabi	**178,000**	**194,000**	**373,000**

Source: IHS Markit Regional eXplorer version 1156

The male/female split in population was 88.1 males per 100 females in 2016. The Municipality has more females (53.17%) than males due to high out migration of males looking for work due to historical factors. In total there were 75 400 (53.17%) females and 66 400 (46.83%) males which differs to the district average of females being 52.12% (Ecsecc,2017:13).

Chart 1. Population Pyramid 2016 vs 2021



The population pyramid shows that in the future there is a decrease of young potential work force aged between 20 to 34 from 27.9 % to 25.7 % as well as a decrease of young children aged between 0 to 14 years from 32.7 % to 31.4%. However, the fertility rate is expected to increase. (Ecsecc, 2017:13).

The largest population group is between 0-14 years of age who make up 32.7 % of the population followed by age 22 to 44 at 27.9 % and then youth (15-24). This share of population is within the babies and kids (0-14 years) age category with a total number of 46 400 or 32.7% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 27.9%, followed by the teenagers and youth (15-24 years) age category with 26 800 people (Ecsecc,2017:14). This indicates a very youthful population that the LED Strategy needs to find employment opportunities for in the future.

A comparison between the Senqu population pyramids of 2006 and 2016 indicate that persons aged 20-34 increased from 24.8 % in 2006 to 27.9 % in 2016 whilst persons aged 0-14 decreased from 2006 to 2016 from 34.2 % to 32.7 %. The difference between male and female populations was small at 12.5 % for females and 12.3 % for males in 2016 unlike in 2006 where males formed 13.3 % of the population with females 14.6 % (Ecsecc,2017:15).

If the population of 2016 is compared with that of South Africa as a whole it shows that there is a higher fertility rate in the municipality and that the number of children aged 0-14 years is larger at 32.7 % as opposed to 29.2 % (Ecsecc,2017:15).

1.4 Population by population group, gender, age and households

In 2016, the Senqu Local Municipality comprised of 40 500 households which is an average annual growth rate of 1.15% in the number of households from 2006 to 2016. The average household size in the Senqu Local Municipality is decreasing from approximately 3.8 individuals per household to 3.5 persons per household in 2016 (Ecsecc,2017:17).

The composition of the households by population group shows that Africans are the largest group of 97.3% followed by whites at 1.2% and then Coloureds at 0.9%. The smallest population group by households is the Asian population group with only 0.6% in 2016 (Ecsecc,2017:17).

Table 4. Population by population group, gender and age.

	African		White		Coloured	
	Female	Male	Female	Male	Female	Male
00-04	7,620	8,140	31	29	94	89
05-09	7,800	7,820	41	41	76	59
10-14	7,030	7,240	48	33	81	69
15-19	6,070	6,660	25	29	89	91
20-24	6,940	6,610	25	30	60	94
25-29	7,060	5,940	45	59	71	51
30-34	6,370	5,780	36	34	67	67
35-39	4,260	4,130	64	46	50	53
40-44	2,600	2,310	44	50	62	45
45-49	2,470	1,510	57	65	51	48
50-54	2,590	1,460	65	49	40	50
55-59	3,220	1,650	52	71	7	34
60-64	3,020	1,730	33	56	16	0
65-69	2,120	1,340	52	30	6	14
70-74	1,540	1,040	35	23	17	18
75+	3,060	1,290	76	35	9	17
Total	**73,800**	**64,700**	**728**	**683**	**795**	**799**

Source: IHS Markit Regional eXplorer version 1156

The number of female headed households is quite high and can be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner

living away from the home. These impact on the type of development that may occur, especially with regards to manual labour-type employment (SDF 2011). The good news is that female headed households have dropped from 52.2 % (2001) to 50.5 as can be seen in the table below (Statsaa, 2011).

Table 5: Female headed households

Municipality	1996		2001		2011		% of Female headed households		
	Women headed H/H	Total H/H	Women headed H/H	Total H/H	Women headed H/H	Total H/H	1996	2001	2011
Joe Gqabi	38205	71084	43651	84835	47646	96645	53.7	51.5	49.3
Elundini	17675	29533	18610	33209	19418	37293	59.8	56	52.1
Senqu	15514	28018	17696	33904	19077	37754	55.4	52.2	50.5
Maletsw ai	2631	6978	4160	9488	5243	11909	37.7	43.8	44
Gariep	2385	6556	3185	8234	3909	9699	36.4	38.7	40.3
EC Total	646164	1301964	754023	1481640	825846	1664654	49.6	50.9	49.6

Source: Statsaa 2011

It should be noted that the number of child headed households have also dropped. However, this statistic should be treated with caution as these households tend to shy away from officialdom.

Table 6: Child headed households

Municipality	1996			2001			2011		
	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H
Joe Gqabi	2214	71162	3.1	1759	84835	2.1	1176	97775	1.2
Elundini	1103	29549	3.7	781	33209	2.4	540	37854	1.4
Senqu	915	28056	3.3	804	33904	2.4	503	38046	1.3
Maletsw ai	95	6990	1.4	109	9488	1.1	78	12105	0.6
Gariep	101	6587	1.5	64	8234	0.8	55	9770	0.6
EC Total	29900	1303287	2.3	19210	1481640	1.3	16712	1687385	1

Source: Statsaa 2011

1.5 HIV and AIDS Estimates

In 2016, 17 500 people in the Senqu Local Municipality were infected with HIV which reflected “an increase at an average annual rate of 2.43% since 2006, and in 2016 represented 12.36% of the local municipality's total population. Joe Gqabi District Municipality had an average annual growth rate of 2.77% from 2006 to 2016 in the number of people infected with HIV, which is higher than that of the Senqu Local Municipality. The number of infections in Eastern Cape Province increased from 622,000 in 2006 to 786,000 in 2016. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67% (Ecsecc, 2017:19).

Table 7: Number of HIV positive People, 2006-2016

	Senqu	Joe Gqabi	Eastern	National	Senqu as % of JGDM	Senqu as % of Province	Senqu as % of National
2006	13,800	34,100	622,000	5,320,000	*40.4%*	2.2%	*0.26%*
2011	14,700	37,300	676,000	5,680,000	*39.5%*	2.2%	*0.26%*
2016	17,500	44,800	786,000	6,280,000	*39.1%*	2.2%	*0.28%*
Average Annual growth							
2006-2016	***2.43%***	***2.77%***	***2.37%***	***1.67%***			

Source: IHS Markit Regional eXplorer version 1156

1.6 Population Density

Senqu Municipality in 2016 has a higher population density than Joe Gqabi district at 19.3 people per square kilometre compared to 14.5 people per square kilometre. This is an increase from 2006 of 18.71 which is an annual growth rate of 0.33%. This was the lowest average annual growth rate in the District Municipality. This average is however less than the Eastern Cape Province of 41.5 per square kilometre (Ecsecc,2017:70-71).

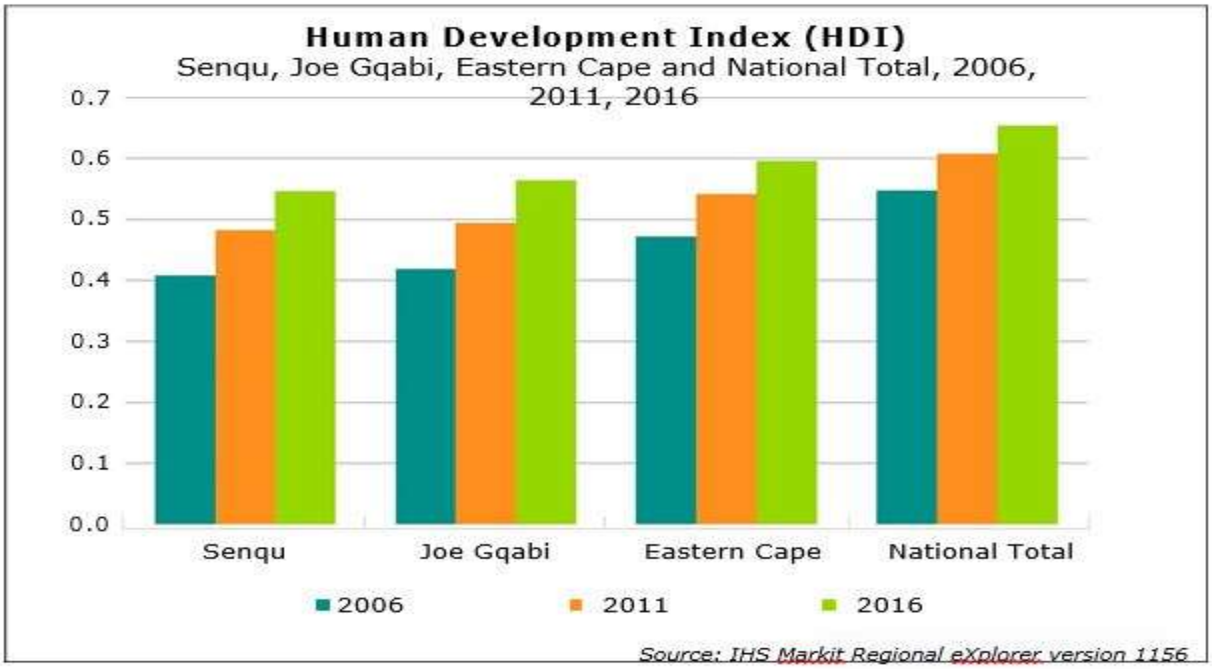
1.7 Development Indicators

"Indicators of development, are used to estimate the level of development of a given region in South Africa relative to the rest of the country. Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water (Ecsecc,2017:56)".

HUMAN DEVELOPMENT INDEX (HDI)

In 2016 Senqu Local Municipality had an HDI of 0.545 compared to the Joe Gqabi with a HDI of 0.564, 0.596 of Eastern Cape and 0.653 of National Total as a whole. This means that Senqu Municipality has a lower HDI than the Eastern Cape. However South Africa's HDI increased at an average annual growth rate of 1.79% which was lower than the Senqu rate of 2.96% (Ecsecc,2017:56). This indicates that improvements are been made.

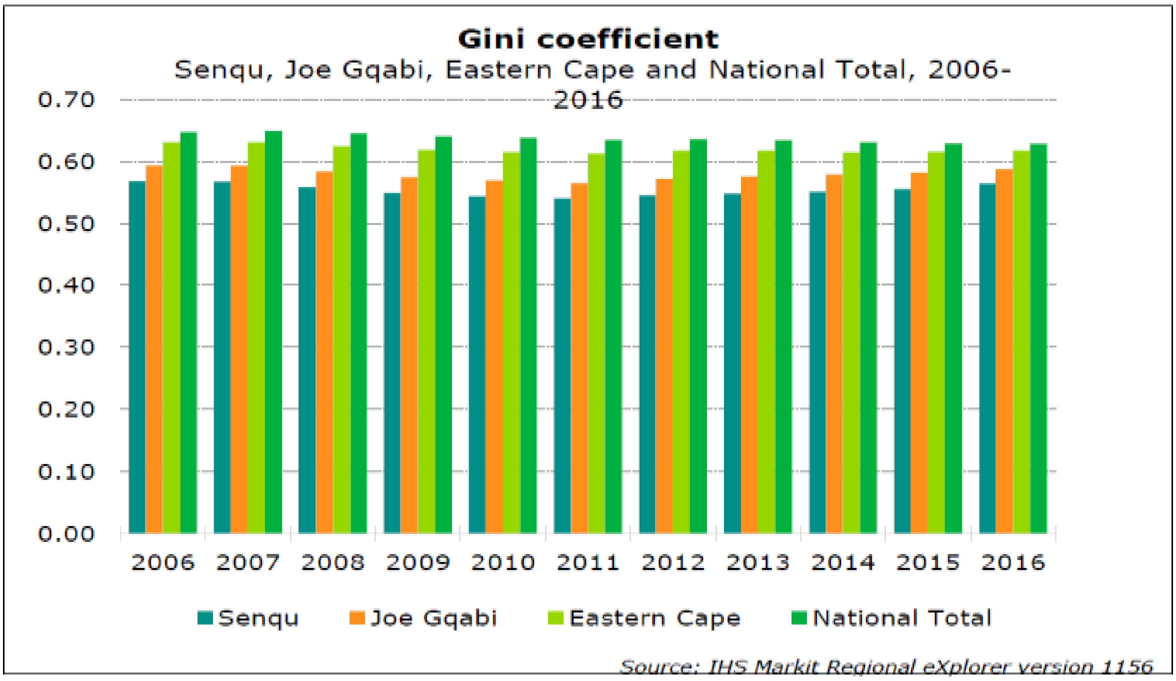
Chart 2: HDI



GINI COEFFICIENT

"The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1. If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low-income earners within the population (Ecsecc, 2017:57)". "In 2016, the Gini coefficient in Senqu Local Municipality was at 0.564, which reflects a marginal decrease in the number over the ten-year period from 2006 to 2016. The Joe Gqabi District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.587 and 0.617 respectively) when compared to Senqu Local Municipality (Ecsecc,2017:58)"

Chart 3. Gini coefficient 2006-2016



POVERTY & THE POVERTY GAP

“In 2016, there were 94 100 people living in poverty, using the upper poverty line definition, across Senqu Local Municipality - this is 8.22% lower than the 103 000 in 2006. The percentage of people living in poverty has decreased from 74.79% in 2006 to 66.40% in 2016, which indicates a decrease of 8.39 percentage points. In 2016, the population group with the highest percentage of people living in poverty was the White population group with a total of 0.6% people living in poverty, using the upper poverty line definition. The proportion of the White population group, living in poverty, decreased by -0.411 percentage points, as can be seen by the change from 0.64% in 2006 to 1.05% in 2016. In 2016 67.44% of the African population group lived in poverty, as compared to the 76.11% in 2006 (Ecsecc,2017:61)”.

Table 8. Percentage of people living in poverty by population group 2006-2016

	African	White	Coloured
2006	76.1%	0.6%	54.9%
2007	74.8%	1.0%	50.8%
2008	76.0%	1.6%	50.8%
2009	75.5%	1.7%	49.1%
2010	73.4%	1.2%	48.8%
2011	72.2%	0.8%	49.8%
2012	70.9%	0.8%	49.0%
2013	69.6%	0.8%	47.7%
2014	69.4%	0.8%	47.4%
2015	68.2%	0.9%	46.0%
2016	67.4%	1.0%	45.7%

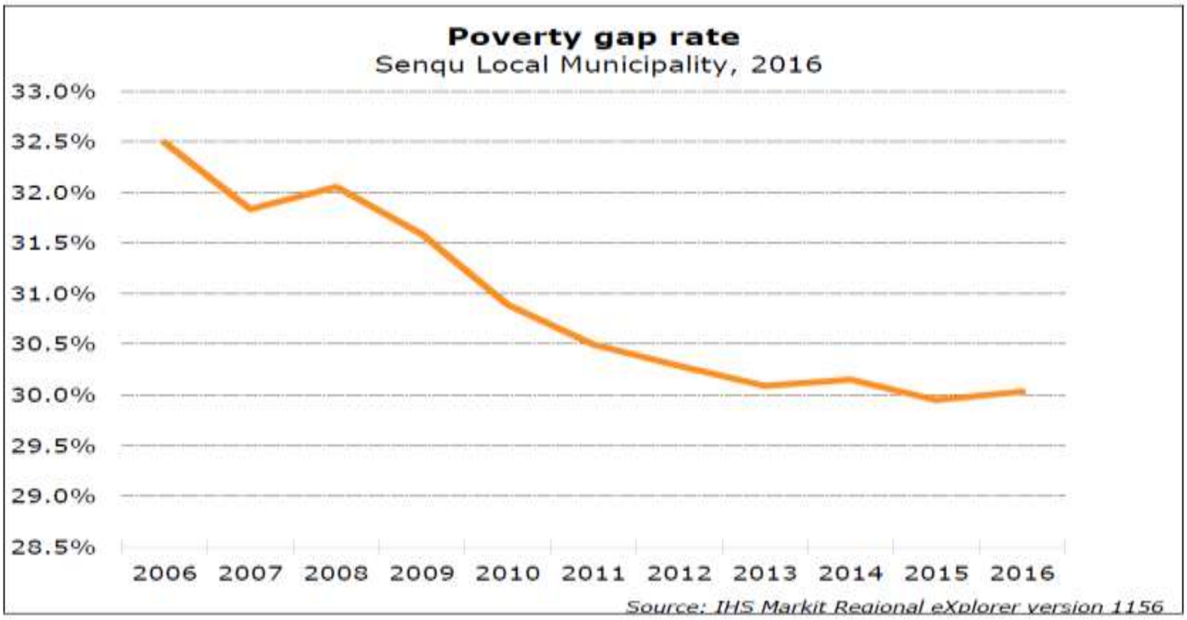
Source: IHS Markit Regional eXplorer version 1156

District wide, Elundini local municipality has the highest percentage of people living in poverty, with a total of 69.5% whilst the lowest percentage of people living in poverty can be observed in the Walter Sisulu local municipality with a total of 51.2% (Ecsecc,2017:62).

The poverty gap measures the depth of poverty by measuring the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. “It is estimated that the poverty gap rate in Senqu Local Municipality amounted to 30.0% in 2016 - the rate needed to bring all poor households up to the poverty line and out of poverty. In 2016, the poverty gap rate was 30.0% and in 2006 the poverty gap rate was 32.5%, it can be seen that the poverty gap rate decreased from 2006 to 2016, which means that there were improvements in terms of the depth of the poverty within Senqu Local Municipality (Ecsecc,2017:63)”.

“In terms of the poverty gap rate for each of the regions within the Joe Gqabi District Municipality, Elundini local municipality had the highest poverty gap rate, with a rand value of 30.6%. The lowest poverty gap rate can be observed in the Walter Sisulu local municipality with a total of 28.4% (Ecsecc,2017:63)”.

Chart 4: Poverty Gap Rate



EDUCATION, LITERACY AND SKILLS LEVEL

The level of education and skills levels in Senqu Municipality is low even though the number of people without any schooling did "decrease from 2006 to 2016 with an average annual rate of -4.14%, while the number of people within the 'matric only' category, increased from 7,120 to 12,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.45%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 2.88%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education (Ecsecc,2017:65)".

Table 9. Highest level of education 15+ 2006-2016.

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % of district municipality	Senqu as % of province	Senqu as % of national
No schooling	8,920	20,600	328,000	2,380,000	43.3%	2.7%	0.38%
Grade 0-2	3,930	9,720	123,000	712,000	40.5%	3.2%	0.55%
Grade 3-6	14,900	39,200	561,000	3,180,000	37.9%	2.7%	0.47%
Grade 7-9	20,000	55,500	934,000	6,030,000	36.0%	2.1%	0.33%
Grade 10-11	18,100	45,200	958,000	8,140,000	40.1%	1.9%	0.22%
Certificate / diploma without matric	180	581	14,500	176,000	30.9%	1.2%	0.10%
Matric only	11,900	33,400	841,000	10,100,000	35.8%	1.4%	0.12%
Matric certificate / diploma	2,710	7,660	184,000	1,960,000	35.3%	1.5%	0.14%
Matric Bachelors degree	1,230	4,130	137,000	1,600,000	29.8%	0.9%	0.08%
Matric Postgrad degree	506	1,760	50,700	693,000	28.7%	1.0%	0.07%

Source: IHS Markit Regional eXplorer version 1156

"A total of 66 100 individuals in Senqu Local Municipality were considered functionally literate in 2016, while 29 200 people were considered to be illiterate. Expressed as a rate, this amounts to 69.33% of the population, which is an increase of 0.11 percentage points since 2006 (58.30%). The number of illiterate individuals decreased on average by -2.49% annually from 2006 to 2016, with the number of functional literate people increasing at 2.31% annually Ecsecc,2017:68)". This is a very low rate when in order to participate in the world economy high literacy and skills rates are required.

CRIME

Crime is high in the municipality especially with stock theft. Cross border stock theft is a big problem as is violent crime and assaults on women. Overall crime increased from 2006 to 2016 at an average annual rate of 0.06%. Violent crime has decreased by 0.00% since 2005/2006, while property crimes increased by 0.62% between the 2005/2006 and 2015/2016 financial years (Ecsecc, 2017:72-73). This statistic does not show the true rates as many rural people live far from police stations and do not always report crime. Senqu Municipality has the second highest overall crime index at 89.7 of all JGDM Municipalities (Ecsecc, 2017:72-73).

LABOUR

"The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work (Ecsecc,2017:37)".

Table 10: Working age population in Senqu, JGDM, EC & National 2006-2016

	Senqu		Joe Gqabi		Eastern Cape		National Total	
	2006	2016	2006	2016	2006	2016	2006	2016
15-19	18,400	13,000	45,900	33,200	803,000	634,000	5,290,000	4,550,000
20-24	16,900	13,800	38,400	36,500	701,000	694,000	5,260,000	5,000,000
25-29	10,500	13,300	26,400	35,900	530,000	684,000	4,550,000	5,620,000
30-34	6,620	12,400	17,100	31,800	355,000	589,000	3,570,000	5,300,000
35-39	5,090	8,660	13,500	23,200	288,000	438,000	2,930,000	4,240,000
40-44	4,930	5,130	13,200	14,000	286,000	298,000	2,610,000	3,120,000
45-49	5,040	4,220	13,900	11,600	286,000	247,000	2,290,000	2,530,000
50-54	4,680	4,250	12,400	11,700	241,000	249,000	1,880,000	2,260,000

55-59	4,220	5,030	11,600	13,200	205,000	249,000	1,520,000	1,990,000
60-64	3,280	4,860	8,760	12,400	171,000	207,000	1,170,000	1,610,000
Total	**79,669**	**84,619**	**201,290**	**223,427**	**3,866,790**	**4,289,261**	**31,071,485**	**36,220,290**

Source: IHS Markit Regional eXplorer version 1156

The working age population in Senqu in 2016 was 84 600, increasing at an average annual rate of 0.60% since 2006. For the same period the working age population for Joe Gqabi District Municipality increased at 1.05% annually, while that of Eastern Cape Province increased at 1.04% annually. South Africa's working age population has increased annually by 1.55% from 31.1 million in 2006 to 36.2 million in 2016 (Ecsecc, 2017:37)". Whilst in theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth as more people have money to consume goods, the current climate in South Africa is that there has been a decrease in jobs and an increase in social dependency.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people.

Table 11: Economically Active Population (EAP) – Senqu, JGDM, EC & National 2006-2016.

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % of district municipality	Senqu as % of province	Senqu as % of national
2006	30,300	86,900	1,840,000	17,500,000	*34.9%*	*1.65%*	*0.17%*
2007	30,600	87,700	1,850,000	18,000,000	*34.9%*	*1.66%*	*0.17%*
2008	30,700	87,300	1,840,000	18,400,000	*35.2%*	*1.67%*	*0.17%*
2009	30,100	85,200	1,790,000	18,300,000	*35.3%*	*1.68%*	*0.16%*
2010	29,200	82,500	1,730,000	18,100,000	*35.4%*	*1.68%*	*0.16%*
2011	29,600	82,900	1,740,000	18,300,000	*35.7%*	*1.70%*	*0.16%*
2012	30,000	84,300	1,770,000	18,700,000	*35.6%*	*1.70%*	*0.16%*
2013	31,600	88,900	1,840,000	19,300,000	*35.6%*	*1.72%*	*0.16%*
2014	33,900	95,200	1,940,000	20,100,000	*35.6%*	*1.75%*	*0.17%*
2015	35,700	100,000	2,000,000	20,800,000	*35.7%*	*1.78%*	*0.17%*
2016	36,900	103,000	2,060,000	21,300,000	*35.7%*	*1.80%*	*0.17%*
Average Annual growth							

2006-2016	**2.00%**	**1.75%**	**1.12%**	**1.97%**

Source: IHS Markit Regional eXplorer version 1156

"Senqu Local Municipality's EAP was 36 900 in 2016, which is 26.06% of its total population of 142 000, and roughly 35.73% of the total EAP of the Joe Gqabi District Municipality. From 2006 to 2016, the average annual increase in the EAP in the Senqu Local Municipality was 2.00%, which is 0.251 percentage points higher than the growth in the EAP of Joe Gqabi's for the same period (Ecsecc,2017:38)".

In 2006, 22.1% of the total population in Senqu Local Municipality were classified as economically active which increased to 26.1% in 2016. Compared to the other regions in Joe Gqabi District Municipality, Walter Sisulu local municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Elundini local municipality had the lowest EAP with 22.6% people classified as economically active population in 2016 (Ecsecc,2017:38)".

LABOUR FORCE PARTICIPATION & UNEMPLOYMENT RATE

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

Table 12: The Labour Force Participation Rate - 2006-2016

	Senqu	Joe Gqabi	Eastern Cape	National Total
2006	38.0%	43.2%	47.6%	56.4%
2007	38.2%	43.2%	47.3%	57.0%
2008	38.3%	42.7%	46.5%	57.4%
2009	37.4%	41.2%	44.9%	56.2%
2010	36.1%	39.5%	42.9%	54.5%
2011	36.4%	39.3%	42.6%	54.3%
2012	36.8%	39.7%	43.1%	54.7%
2013	38.5%	41.3%	44.4%	55.7%
2014	40.9%	43.8%	46.2%	57.1%
2015	42.6%	45.4%	47.3%	58.1%
2016	43.7%	46.3%	47.9%	58.8%

Source: IHS Markit Regional eXplorer version 1156

"Senqu Local Municipality's labour force participation rate increased from 38.03% to 43.66% which is an increase of 5.6 percentage points. The Joe Gqabi District Municipality increased from 43.17% to 46.28%,

Eastern Cape Province increased from 47.58% to 47.93% and South Africa increased from 56.37% to 58.77% from 2006 to 2016.The Senqu Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2006 to 2016. The Senqu Local Municipality had a lower labour force participation rate when compared to South Africa in 2016 (Ecsecc,2017:39)".

The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2006, the unemployment rate for Senqu was 28.3% and decreased overtime to 27.1% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Senqu Local Municipality (Ecsecc,20018"40)". In terms of race the Black African population are in the majority. In fact, over 90 % of the population are Black African followed by Whites who are just slightly higher than the coloured population. This indicates that the municipality must ensure that the majority of its communication to the public is in the relevant African languages apart from English and Afrikaans.

Migration Plan

Senqu Municipality has no migration plan in place as funding still has to be sourced for this. This does have to be addressed as the Municipality borders on the Kingdom of Lesotho and has many illegal aliens who reside within the municipal area. The Municipality is looking at partnerships with government departments on how to address this issue as it is both a problem in that resources are drained and no taxes paid but also an opportunity in terms of trade and skills being imported into the region. Another in-migration which is occurring is that of Bangladeshi and Chinese nationals who run and operate many of the small shops in rural areas. This does create problems, when they rent or run shops out of RDP houses. The money generated by them does not return to the economy, as in general they either buy in bulk from Lesotho or in Bloemfontein. The Departments of Trade and Industry, Home Affairs and SARS need to assist the municipality in ensuring that the region benefits from these economic activities. It needs to be noted that these shop keepers are a boon to local communities as they provide a service which the community would otherwise be forced to travel long distances to access.

Population Concerns

The Municipality has a very high youthful population which indicates a high need for employment. There is also a greater need for secondary and tertiary education in the region. However, the only tertiary opportunities are offered outside the region. The traditional employment opportunities in agriculture and the commercial sector for low skilled workers do not appeal to the better educated and more global orientated youth of today. This is why the Municipality in its LED strategy is aiming to develop entrepreneurs in various service sectors in order to cater for this gap. However greater assistance is required from the Department of Education and Higher Education to provide the necessary skills and institutions to build the entrepreneurial mind set.

The other population concern is that of the influx of Lesotho citizens. The border is porous and there has always been traditional movement between the two countries unhindered by border posts. As a result, there is a greater demand for educational, health and housing. Thus, all of these departments come under pressure to provide services for persons who have been born in South Africa and lived here but without any documentation. In a sense, these people are not foreigners but are in fact South Africans. Their illegal status causes many social problems for them and their families and the Department of Social Development is often faced with abandoned children without papers.

Incorporation of Population Issues into Planning

Table 13:

Sustainable development Goal	Strategic focus areas	Key programmes
Goal 1: No Poverty	No Poverty - End poverty in all its forms everywhere	
Goal 2: Zero Hunger	Increase agricultural production Increase investment in agriculture	Agri parks
Goal 3: Good Health and Well-being	Enforcement of traffic by laws to prevent deaths	Employee wellness programmes Increase traffic police
Goal 4: Quality Education	Promotion of access to all bursaries by communities Skills programmes Internships	Municipal Bursaries Training Internships
Goal 5: Gender Equality	Employment Equity Plan	Recruitment according to EEP
Goal 6: Clean Water and Sanitation	DM function	
Goal 7: Affordable and Clean Energy	Utilising solar power in mountainous areas	Solar geyser and electricity programme
Goal 8: Decent Work and Economic Growth	Functioning Local Labour forum Training for LLF	EPWP CWP
Goal 9: Industry, Innovation and Infrastructure	Build infrastructure to promote investment	Regular sittings of the Economic development forum
Goal 10: Reduced Inequalities	Increase community skills to enable better work opportunities	Utilise social investment programmes of the private sector
Goal 11: Sustainable Cities and Communities	SDF SPLUMA	Enforcement of town Planning legislation
Goal 12: Responsible Consumption and Production	Waste awareness campaigns to make people aware of responsible consumption	Waste recycling programmes
Goal 13: Climate Action	Climate change strategy	Training on climate change reduction strategies
Goal 14: Life Below Water	No marine resources in the area	
Goal 15: Life on Land	Donga filling	Training on stock management reduction Donga filling programmes through DRDAR
Goal 16: Peace, Justice and Strong Institutions	Participate in IGR forums around safety	Regular sitting of Integrated Community Safety forum
Goal 17: Partnerships for the Goals	Improve IGR relationships	Develop partnerships & MOU's

Population issues and efforts to mitigate

Issue	Status Quo	Proposed Sector intervention
Overall population	Stable population growth throughout the District	Increase in housing need to be reflected in the HSP
Gender and age	Youth consitute more than 51% of the total population 55% of population are females	Youth development to be strenghtened. LED Strategies to have relevant youth development initiatives
HIV and AIDS	High levels of prevalence	Focus on awareness campaigns and access to treatment Strengthen and implement the HIV and AIDS Strategy
Migration	Higher out-migration rate which is above provincial rate	Local Economic Development strategy to deal with business retention and attraction. Introduce small town regeneration programmes

Table 14: Sustainable Development Goals

Conclusion

The implications of the population studies of Senqu indicate a youthful population with low skills levels and high unemployment. The majority of the population live in rural villages and rely on social grants. There is high migration to the more urban areas inside and outside the municipality for employment and educational opportunities. The high out migration to areas outside the municipality has an annual season with persons

returning for Easter and Christmas holidays. Persons also tend to return to the traditional areas when they are faced with illnesses that require high caring from relatives.

CHAPTER TWO: SOCIO – ECONOMIC AND LED ANALYSIS

Economic Overview

The major world economies experienced an economic depression in 2007 from which they are slowly starting to emerge. A recent IMF report states that "world economic growth is expected to rise from 3.1 percent in 2016 to 3.5 percent in 2017 and 3.6 percent in 2018". However, "while growth is still expected to pick up notably for the emerging market and developing economies group, weaker than-expected activity in some large countries has led to small downward revisions to the group's growth prospects for 2017 (Ecsecc,2017:4). South Africa is one of these countries which is expected to show a slow growth. "According to the IMF, South Africa's economic growth is projected to increase to 1 percent in 2017. This is a 0.2 of a percentage point more than an earlier projection of 0.8 percent. However, South Africa's National Treasury expects growth of 1.3 percent in 2017 (Ecsecc,2017:4). This is not a reasonable assumption as the South African Economy has experienced 3 recessions from 1997 to present due to the secondary and tertiary sectors recorded negative growth rates. In 2017, the "trade and manufacturing industries were the major heavyweights that stifled production, with trade falling by 5,9% and manufacturing by 3,7%. On the positive side, agriculture and mining industry contributed positively to growth, but not enough to avoid the recession. Trade experienced production falls across the board, particularly in catering and accommodation, and wholesale trade. Manufacturing found itself hamstrung by lower production levels primarily in food and beverages and petroleum and chemical products (Ecsecc, 2017:4)".

"The Eastern Cape contributed 7.5% to national GDP in 2015 and 9.1% to total South African employment in the third quarter of 2016. Despite possessing a significant share of the country's manufacturing sector, estimated at approximately 7.5%, primarily centred on the automotive industry in the two metros, the regional economy continues to be dominated by the non-tradable sectors (trade, finance and general government services) (SERO,2017: XV11-XV111).

Table 15: EC Macro-economic Indicators and Projections 2014-2018

	2014	2015	2016	2017	2018
GDP at current prices (R billion)	228.9	230.3	231.3	233.6	237.3

Real GDP growth (%)	1.0	0.6	0.4	1.0	1.6

Source: Urban-Econ calculations based on StatsSA, 2016b

“The GDP growth rate of the Eastern Cape economy has declined sharply over the last decade from a high of 5.3% per annum in 2007 to 0.6% in 2015. This decline in the province’s GDP growth rate however, is in line with the national trend. The two largest economies in the Eastern Cape, Nelson Mandela Bay and Buffalo City, experienced low GVA-R growth rates in 2015 of 0.9% year-on-year. Alfred Nzo exhibited the highest growth in the province at 2.9%, but it should be noted that this growth is occurring off a low base and is more difficult to estimate given the relatively small size of the district’s population (SERO, 2017: XV11-XIX)”.

Table 16: EC DM (GVA-R)

	GVA-R (R billions), 2015	**GVA-R Growth Rate (%), 2015**
Sarah Baartman	18.8	1.6
Amathole	14.5	1.6
Chris Hani	16.3	1.9
Joe Gqabi	7.2	2.3
O.R. Tambo	20.9	2.0
Alfred Nzo	9.8	2.9
Nelson Mandela Bay	81.2	0.9
Buffalo City	41.2	0.9

Source: Urban-Econ calculations based on Quantec, 2017b

"The Eastern Cape contributed 4.5% of the total South African exports and 5.2% of the country's total imported merchandise in 2015. Between 2014 and 2015, total mechanise imports grew by 18.4% compared to 12.4% for exported merchandise. This high growth rate resulted in the Eastern Cape's import and export growth rates outperforming the national averages of 0.5% and 4.2% respectively. Despite this strong performance, the Eastern Cape's trade balance deteriorated in 2015, increasing by R3.7 billion to R11.0 billion. This deterioration was driven by higher imports relative to exports (SERO, 2017: XIX)". The economic state of Senqu Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Joe Gqabi District Municipality, Eastern Cape Province and South Africa as it does not function in isolation from them.

2. GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies and can be measured either by using current or constant prices, where the current prices measure the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Table 17: GDP -R – Senqu. JGDM, EC & National 20016-2016 [R BILLIONS, CURRENT PRICES]

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % of district municipality	Senqu as % of province	Senqu as % of national
2006	1.2	3.9	142.2	1,839.4	*30.0%*	*0.82%*	*0.06%*
2007	1.4	4.8	168.2	2,109.5	*30.0%*	*0.85%*	*0.07%*
2008	1.5	5.0	174.1	2,369.1	*30.3%*	*0.88%*	*0.06%*
2009	1.7	5.7	191.2	2,507.7	*30.3%*	*0.91%*	*0.07%*
2010	1.9	6.4	211.6	2,748.0	*30.5%*	*0.92%*	*0.07%*
2011	2.1	6.9	226.1	3,023.7	*30.4%*	*0.93%*	*0.07%*
2012	2.3	7.7	252.2	3,253.9	*30.1%*	*0.92%*	*0.07%*
2013	2.5	8.4	273.2	3,539.8	*29.8%*	*0.91%*	*0.07%*
2014	2.7	9.0	293.9	3,807.7	*29.5%*	*0.90%*	*0.07%*
2015	2.9	9.7	315.6	4,049.8	*29.4%*	*0.90%*	*0.07%*
2016	3.1	10.4	337.8	4,338.9	*29.4%*	*0.91%*	*0.07%*

Source: IHS Markit Regional eXplorer version 1156

"With a GDP of R 3.07 billion in 2016 (up from R 1.16 billion in 2006), the Senqu Local Municipality contributed 29.42% to the Joe Gqabi District Municipality GDP of R 10.4 billion in 2016 increasing in the share of the Joe Gqabi from 29.97% in 2006. The Senqu Local Municipality contributes 0.91% to the GDP of Eastern Cape Province and 0.07% the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2006 when it contributed 0.06% to South Africa, but it is lower than the peak of 0.07% in 2012 (Ecsecc, 2017:22)".

Table 18: GDP 2006-2016 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Senqu	Joe Gqabi	Eastern Cape	National Total
2006	6.7%	5.5%	5.3%	5.3%
2007	9.4%	8.8%	5.3%	5.4%
2008	5.8%	5.8%	3.2%	3.2%
2009	2.4%	2.5%	-1.0%	-1.5%
2010	2.5%	2.2%	2.4%	3.0%
2011	3.9%	4.4%	3.7%	3.3%
2012	0.9%	1.6%	2.0%	2.2%
2013	-0.4%	0.9%	1.4%	2.5%
2014	0.3%	1.2%	1.1%	1.7%
2015	1.1%	1.1%	0.7%	1.3%
2016	0.7%	0.1%	0.2%	0.3%
Average Annual growth 2006-2016+	***2.61***%	***2.85***%	***1.89***%	***2.12***%

Source: IHS Markit Regional eXplorer version 1156

"In 2016, the Senqu Local Municipality achieved an annual growth rate of 0.65% which is a slightly higher GDP growth than the Eastern Cape Province's 0.25%, but is higher than that of South Africa, where the 2016 GDP growth rate was 0.28%. Similar to the short-term growth rate of 2016, the longer-term average growth rate for Senqu (2.61%) is also slightly higher than that of South Africa (2.12%). The economic growth in Senqu peaked in 2007 at 9.42%. (Ecsecc, 2017:22)"

"The Senqu Local Municipality had a total GDP of R 3.07 billion and in terms of total contribution towards Joe Gqabi District Municipality the Senqu Local Municipality ranked second relative to all the regional economies to total Joe Gqabi District Municipality GDP. This ranking in terms of size compared to other regions of Senqu remained the same since 2006. In terms of its share, it was in 2016 (29.4%) slightly smaller compared to what

it was in 2006 (30.0%). For the period 2006 to 2016, the average annual growth rate of 2.6% of Senqu was the second relative to its peers in terms of growth in constant 2010 prices (Ecsecc, 2017:23)".

Table 19: GDP JGDM Region 2006-2016 share and growth

	2016 (Current prices)	Share of local Municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Senqu	3.07	*29.42%*	1.61	2.09	***2.61***%
Elundini	2.10	*20.10%*	1.22	1.43	***1.60***%
Walter Sisulu	5.27	*50.48%*	2.50	3.54	***3.55***%

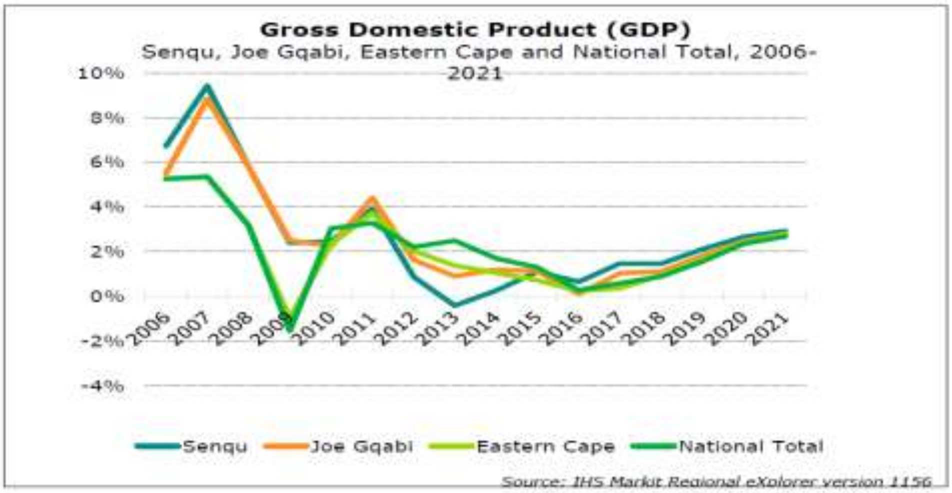
Source: IHS Markit Regional eXplorer version 1156

"Walter Sisulu had the highest average annual economic growth, averaging 3.55% between 2006 and 2016, when compared to the rest of the regions within Joe Gqabi District Municipality. The Senqu local municipality had the second highest average annual growth rate of 2.61%. Elundini local municipality had the lowest average annual growth rate of 1.60% between 2006 and 2016 (Ecsecc,2017:24)". This is primarily due to the fact that Walter Sisulu actually has some industries operating in its region and has larger urban areas.

3.ECONOMIC GROWTH FORECAST

"It is expected that Senqu Local Municipality will grow at an average annual rate of 2.13% from 2016 to 2021. The average annual growth rate in the GDP of Joe Gqabi District Municipality and Eastern Cape Province is expected to be 1.84% and 1.62% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.61%, which is lower than that of the Senqu Local Municipality (Ecsecc,2017:25)".

Chart 5: GDP 2006-2021 (AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES)



“In 2021, Senqu's forecasted GDP will be an estimated R 2.32 billion (constant 2010 prices) or 30.0% of the total GDP of Joe Gqabi District Municipality. The ranking in terms of size of the Senqu Local Municipality will remain the same between 2016 and 2021, with a contribution to the Joe Gqabi District Municipality GDP of 30.0% in 2021 compared to the 29.6% in 2016. At a 2.13% average annual GDP growth rate between 2016 and 2021, Senqu ranked the highest compared to the other regional economies (Ecsecc,2017:25).

Table 20: GDP JGDM, 2006 TO 2021, SHARE AND GROWTH

	2021 (Current prices)	Share of district municipality	2006 (Constant prices)	2021 (Constant prices)	Average Annual growth
Senqu	4.42	*57.21%*	1.61	2.32	**2.45**%
Elundini	2.89	*37.42%*	1.22	1.52	**1.50**%
Walter Sisulu	7.46	*96.47%*	2.50	3.89	**2.99**%

Source: IHS Markit Regional eXplorer version 1156

4.GROSS VALUE ADDED BY REGION (GVA-R)

The Senqu Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy. Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region.

Table 21: GVA by Broad economic sector – Senqu 2016 [R BILLIONS, CURRENT PRICES]

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % of district municipality	Senqu as % of province	Senqu as % of national
Agriculture	0.1	0.5	5.9	94.4	*24.9%*	*2.2%*	*0.14%*
Mining	0.0	0.0	0.5	306.2	*46.4%*	*1.6%*	*0.00%*
Manufacturing	0.1	0.7	36.3	517.4	*14.4%*	*0.3%*	*0.02%*
Electricity	0.0	0.1	6.2	144.1	*38.1%*	*0.6%*	*0.03%*
Construction	0.2	0.4	13.2	154.3	*38.0%*	*1.3%*	*0.11%*
Trade	0.5	1.9	61.5	589.7	*27.7%*	*0.9%*	*0.09%*
Transport	0.2	0.8	27.5	389.2	*27.6%*	*0.8%*	*0.06%*
Finance	0.3	1.2	60.5	781.7	*28.0%*	*0.6%*	*0.04%*
Community services	1.2	3.6	89.7	894.1	*34.1%*	*1.4%*	*0.14%*
Total Industries	**2.8**	**9.4**	**301.2**	**3,871.2**	***29.6%***	***0.9%***	***0.07%***

Source: IHS Markit Regional eXplorer version 1156

In 2016, the community services sector is the largest within Senqu Local Municipality accounting for 1.23 billion or 44.2% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Senqu Local Municipality is the trade sector at 19.4%, followed by the finance sector with 12.4%. The sector that contributes the least to the economy of Senqu Local Municipality is the mining sector with a contribution of R 7.08 million or 0.25% of the total GVA (Ecsecc, 2017:26)”

The community sector, which includes the government services, is generally a large contributor towards GVA. This is due to historical factors such as most government offices being based in Aliwal North. "Walter Sisulu contributes the most community services towards its own GVA, with 42.90%, relative to the other regions within Joe Gqabi District Municipality. The Walter Sisulu contributed R 4.71 billion or 50.24% to the GVA of Joe Gqabi District Municipality. The region within Joe Gqabi District Municipality that contributes the most to the GVA of the Joe Gqabi District Municipality was the Senqu with a total of R 2.78 billion or 29.63% (Ecsecc, 2017:27)".

HISTORICAL ECONOMIC GROWTH

"For the period 2016 and 2006, the GVA in the construction sector had the highest average annual growth rate in Senqu at 4.83%. The industry with the second highest average annual growth rate is the finance sector averaging at 4.52% per year. The electricity sector had an average annual growth rate of -1.71%, while the mining sector had the lowest average annual growth of -2.60%. Overall a positive growth existed for all the industries in 2016 with an annual growth rate of 0.74% since 2015 (Ecsecc,2017:28)".

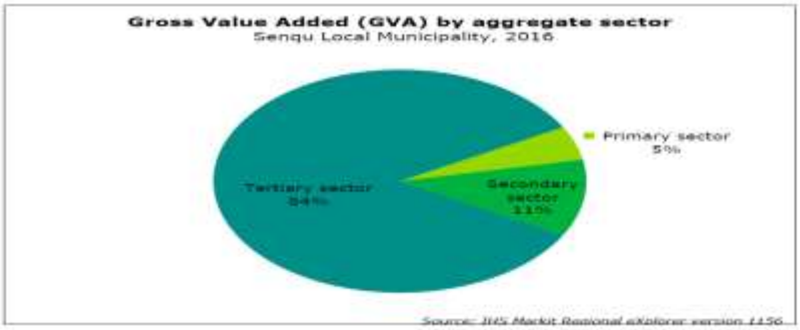
"The tertiary sector contributes the most to the Gross Value Added within the Senqu Local Municipality at 83.9%. This is significantly higher than the national economy (68.6%). The secondary sector contributed a total of 11.1% (ranking second), while the primary sector contributed the least at 4.9% (Ecsecc,2017:28)".

Table 22: GVA by Broad economic sector 2006-2016 (R millions 2010 constant prices)

	2006	2011	2016	Average Annual growth
Agriculture	49.7	70.4	68.1	***3.20%***
Mining	10.8	9.4	8.3	***-2.60%***
Manufacturing	66.4	75.2	77.3	***1.53%***
Electricity	19.2	23.0	16.1	***-1.71%***
Construction	65.3	93.4	104.6	***4.83%***
Trade	269.2	331.7	372.4	***3.30%***
Transport	111.4	132.1	144.1	***2.60%***
Finance	156.4	212.4	243.2	***4.52%***
Community services	730.5	919.0	878.8	***1.87%***
Total Industries	**1,478.8**	**1,866.6**	**1,912.9**	***2.61%***

Source: IHS Markit Regional eXplorer version 1156

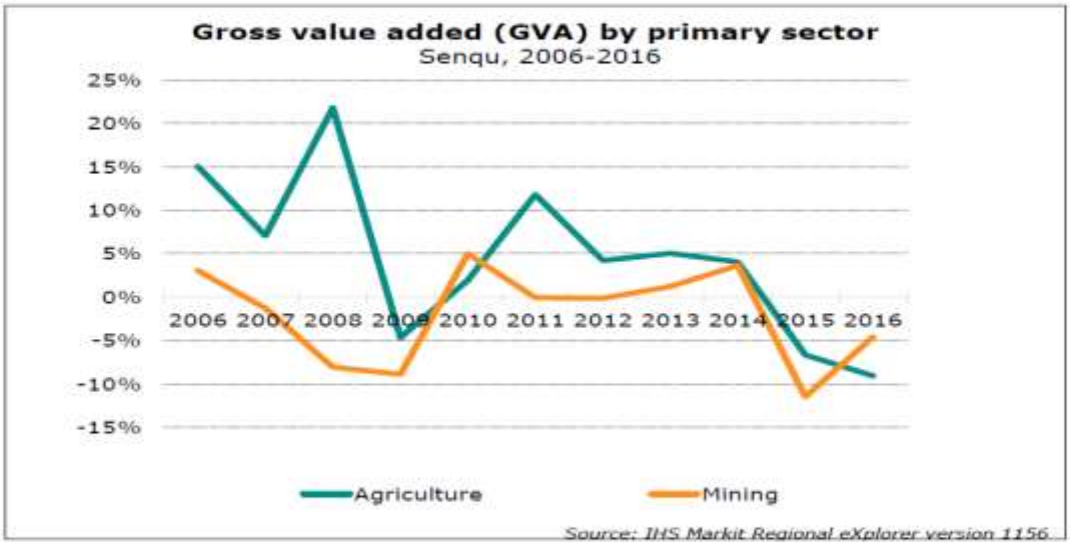
Chart 6: GVA by aggregate Sector 2016



Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. It constitutes only 5 % of GVA which is alarming as it is a sector that is being touted as a future growth possibility. Mining is minimal and restricted to mainly illegal sand mining for brick making. Chart 7 indicates how both mining and agriculture have decreased; from 15% for agriculture in 2006 to -10 in 2016 (Ecsecc,2017;29).

Chart 7: GVA by primary sector 2006-2016

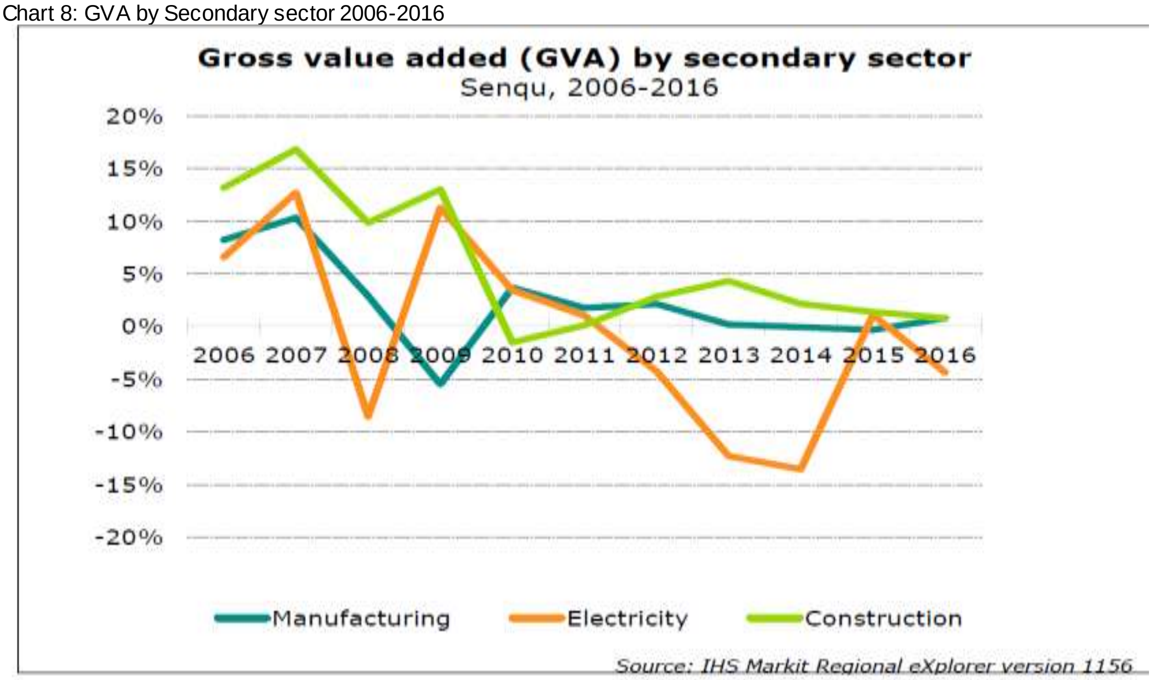


“Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 21.8%. The mining sector reached its highest point of growth of 5.0% in 2010. The agricultural sector experienced the lowest growth for the period during 2016 at -9.1%, while the mining sector reaching its lowest point of growth in 2015 at -11.5%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period (Ecsecc,2017:29)”.

Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. “Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 10.3%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 16.8% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2010 of -5.5%, while construction sector reached its lowest point of growth in 2010 with -1.5% growth rate. The electricity sector experienced the highest growth in 2007 at 12.7%, while it recorded the lowest growth of -13.6% in 2014 (Ecsecc,2017:30)”.

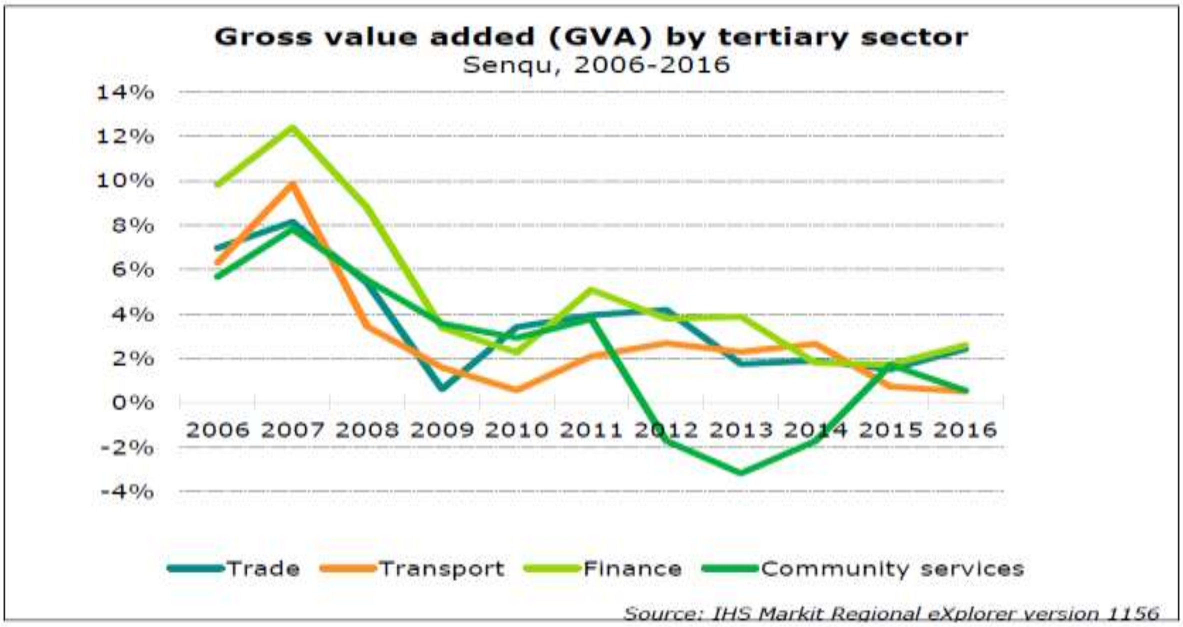
Chart 8: GVA by Secondary sector 2006-2016



Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector.

Chart 9: GVA by tertiary sector 20016-2016



It can be seen that the Finance sector has declined in prominence from 2006 to 2016 and this can be seen by the decline in the number of banks in the towns. "The trade sector experienced the highest positive growth in 2007 with a growth rate of 8.1%. It is evident for the transport sector that the highest positive growth rate also

existed in 2007 at 9.8% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 12.4% and recorded the lowest growth rate in 2015 at 1.7%. The Trade sector had the lowest growth rate in 2009 at 0.6%. The community services sector, which largely consists of government, experienced its highest positive growth in 2007 with 7.8% and the lowest growth rate in 2013 with -3.2% (Ecsecc,2017:31)".

SECTOR GROWTH FORECAST

"The GVA forecasts are partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa) (Ecsecc,2017:32)". The agriculture sector is expected to grow fastest at an average of 4.12% annually from R 68.1 million in Senqu Local Municipality to R 83.3 million in 2021. The community services sector is estimated to be the largest sector within the Senqu Local Municipality in 2021, with a total share of 44.4% of the total GVA (as measured in current prices), growing at an average annual rate of 1.4%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of 1.04% (Ecsecc,2017:33)". The Primary sector is expected to grow at an average annual rate of 3.80% between 2016 and 2021, with the Secondary sector growing at 2.49% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.00% for the same period (Ecsecc,2017:33)".

Table 23: GVA Added by broad economic sector 2016-2021 (R Millions, constant 2010 prices)

	2016	2017	2018	2019	2020	2021	Average Annual growth
Agriculture	68.1	74.0	76.0	78.3	80.9	83.3	***4.12%***
Mining	8.3	8.5	8.5	8.6	8.7	8.8	***1.04%***
Manufacturing	77.3	77.3	78.8	80.3	82.8	85.7	***2.10%***
Electricity	16.1	16.0	16.0	16.3	16.8	17.3	***1.45%***
Construction	104.6	106.6	109.3	112.1	115.7	120.8	***2.92%***
Trade	372.4	377.4	385.6	395.8	409.8	424.8	***2.67%***
Transport	144.1	146.3	149.5	152.8	157.7	163.1	***2.51%***
Finance	243.2	246.5	252.8	260.3	268.8	277.9	***2.70%***
Community services	878.8	895.0	897.6	909.6	924.4	943.5	***1.43%***
Total Industries	**1,912.9**	**1,947.6**	**1,974.1**	**2,013.9**	**2,065.7**	**2,125.3**	***2.13%***

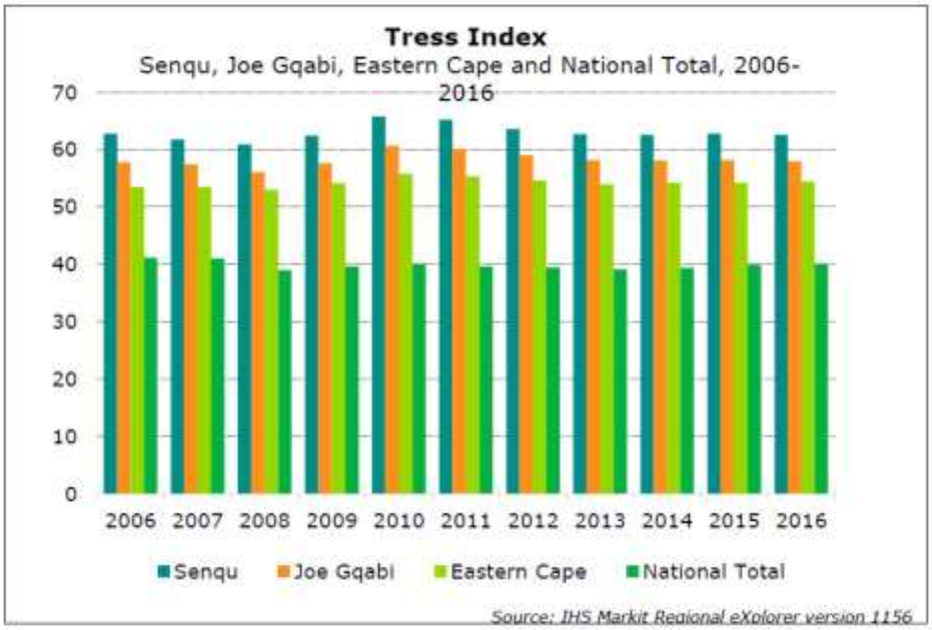
Source: IHS Markit Regional eXplorer version 1156

5.TRESS INDEX

"The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region. In 2016, Senqu's Tress Index was estimated at 62.6 which are higher than the 58 of the district municipality and higher than the 58 of the province. This implies that - on average - Senqu Local Municipality is less diversified in terms of its economic

activity spread than the province's economy as a whole (Ecsecc,2017:34)". A more diversified economy means that an economy is better able to withstand economic pressure like recessions.

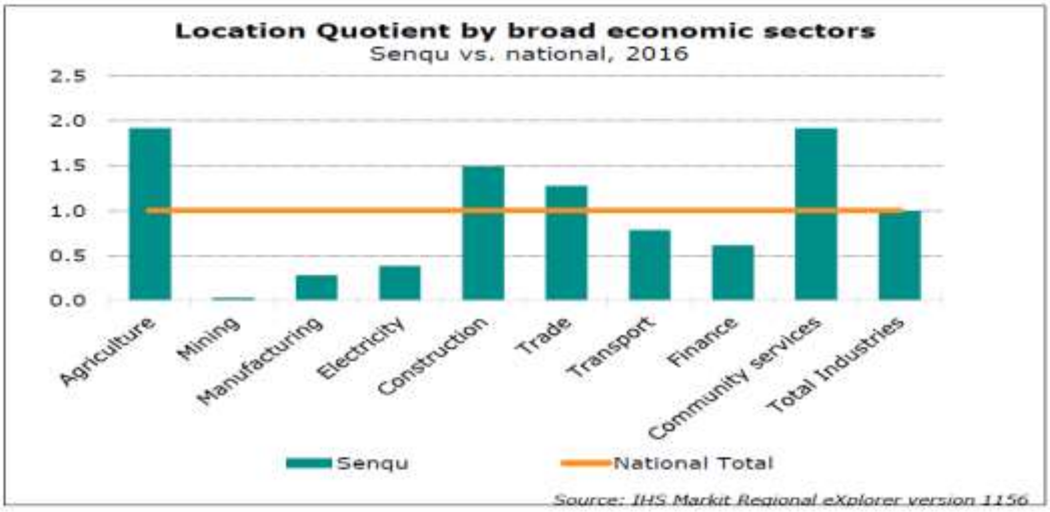
Chart 10. Tress Index 2006-2016



6. LOCATION QUOTIENT

"The location quotient measures comparative advantage of economic sectors. If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy (Ecsecc,2017:35)". "For 2016 Senqu Local Municipality has a very large comparative advantage in the agriculture sector. The community services sector also has a very large comparative advantage. The construction also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Senqu Local Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately, the Senqu Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0322 (Ecsecc,2017:36)".

Chart 11: Location quotient Senqu vs National 2016



7.TOURISM

Tourism is one of the growth sectors of the economy. It can be defined in many ways. One of these is via trips.

Table 24: No of trips by purpose of trips 2006-2016

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2006	3,420	1,770	43,200	3,900	52,300
2007	3,670	1,780	48,200	4,320	58,000
2008	3,680	1,830	50,300	5,070	60,900
2009	3,470	1,810	51,700	5,090	62,000
2010	3,530	1,900	52,900	5,040	63,400
2011	3,230	1,910	51,900	4,680	61,800
2012	3,010	1,950	50,400	4,500	59,900
2013	2,990	1,920	51,700	4,400	61,000
2014	2,830	1,790	46,800	3,880	55,200
2015	2,620	1,680	43,500	3,480	51,300
2016	2,660	1,650	40,000	3,200	47,500
Average Annual growth 2006-2016	***-2.47%***	***-0.70%***	***-0.77%***	***-1.94%***	***-0.95%***

Source: IHS Markit Regional eXplorer version 1156

"Business trips, relative to the other tourism, recorded the highest average annual growth rate from 2006 (1 770) to 2016 (1 650) at -0.70%. Visits to friends and relatives recorded the highest number of visits in 2016 at 40 000, with an average annual growth rate of -0.77%. The tourism type that recorded the lowest growth was Leisure / Holiday tourism with an average annual growth rate of -2.47% from 2006 (3 420) to 2016 (2 660) (Ecsecc,2017:86)". The tourism sector is the area that Senqu tourism wishes to grow. "Visits to friends and relatives at 84.19% has largest share the total tourism within Senqu Local Municipality. Other (Medical, Religious, etc) tourism had the second highest share at 6.74%, followed by Leisure / Holiday tourism at 5.60% and the Business tourism with the smallest share of 3.47% of the total tourism within Senqu Local Municipality (Ecsecc,2017:87)".

ORIGIN OF TOURISTS

"The number of trips by tourists visiting Senqu Local Municipality from other regions in South Africa has decreased at an average annual rate of -1.87% from 2006 (47 900) to 2016 (39 600). The tourists visiting from

other countries decreased at a relatively high average annual growth rate of 5.97% (from 4 430 in 2006 to 7 910). International tourists constitute 16.64% of the total number of trips, with domestic tourism representing the balance of 83.36% (Ecsecc, 2017:87)".

Table 25: Origin of tourists

	Domestic tourists	International tourists	Total tourists
2006	47,900	4,430	52,300
2007	53,300	4,650	58,000
2008	56,200	4,710	60,900
2009	57,300	4,690	62,000
2010	58,200	5,180	63,400
2011	56,600	5,150	61,800
2012	54,300	5,580	59,900
2013	54,900	6,110	61,000
2014	48,400	6,850	55,200
2015	44,600	6,670	51,300
2016	39,600	7,910	47,500
Average Annual growth			
2006-2016	***-1.87%***	***5.97%***	***-0.95%***

BEDNIGHTS BY ORIGIN OF TOURIST

This is the measurement of one night away from home on a single person trip. "From 2006 to 2016, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -5.05%, while in the same period the international tourists had an average annual increase of 6.46%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -2.54% from 356 000 in 2006 to 275 000 in 2016 (Ecsecc,2017:89)". The emphasis should be on increasing the amount of bed nights by domestic tourists as internal tourism is a volatile industry and prone to fluctuations.

Table 26: Bed nights by origin of tourist 2006-2016

	Domestic tourists	International tourists	Total tourists
2006	306,000	49,600	355,000
2007	346,000	54,200	400,000
2008	364,000	58,400	423,000
2009	366,000	60,700	426,000
2010	360,000	69,800	430,000
2011	328,000	70,800	399,000

2012	291,000	75,700	367,000
2013	255,000	81,900	337,000
2014	226,000	88,700	315,000
2015	198,000	84,400	282,000
2016	182,000	92,800	275,000
Average Annual growth			
2006-2016	***-5.05%***	***6.46%***	***-2.54%***

Source: IHS Markit Regional eXplorer version 1156

TOURISM SPENDING

Tourism spending is seen as all expenditure by visitors for their trip to the particular region. It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region. "Senqu Local Municipality had a total tourism spending of R 140 million in 2016 with an average annual growth rate of 3.1% since 2006 (R 103 million). Joe Gqabi District Municipality had a total tourism spending of R 384 million in 2016 and an average annual growth rate of 4.3% over the period. Total spending in Eastern Cape Province increased from R 9.3 billion in 2006 to R 12 billion in 2016 at an average annual rate of 2.6%. South Africa as whole had an average annual rate of 7.7% and increased from R 127 billion in 2006 to R 267 billion in 2016 (Ecsecc,2017:90)"

Table 27: Total Tourism spending 2006-2016 (R Billions Current Prices)

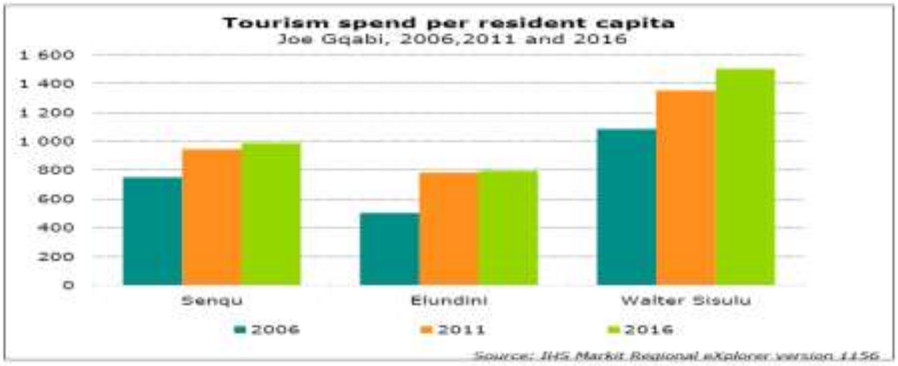
	Senqu	Joe Gqabi	Eastern Cape	National Total
2006	0.1	0.3	9.3	126.9
2007	0.1	0.3	9.9	138.7
2008	0.1	0.3	10.9	152.5
2009	0.1	0.3	10.8	153.4
2010	0.1	0.3	11.5	167.2
2011	0.1	0.3	11.4	174.6
2012	0.1	0.4	12.1	199.9
2013	0.1	0.4	12.4	218.3
2014	0.1	0.4	12.6	238.7
2015	0.1	0.4	12.0	238.1
2016	0.1	0.4	12.0	266.9
Average Annual growth				
2006-2016	***3.13%***	***4.27%***	***2.62%***	***7.72%***

Source: IHS Markit Regional eXplorer version 1156

TOURISM SPEND PER RESIDENT CAPITA

“This is the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area. In 2016, Senqu Local Municipality had a tourism spend per capita of R 986 and an average annual growth rate of 2.79%, Senqu Local Municipality ranked second amongst all the regions within Joe Gqabi in terms of tourism spend per capita. The region within Joe Gqabi District Municipality that ranked first in terms of tourism spend per capita is Walter Sisulu local municipality with a total per capita spending of R 1,500 which reflects an average annual increase of 3.30% from 2006. The local municipality that ranked lowest in terms of tourism spend per capita is Elundini with a total of R 793 which reflects an increase at an average annual rate of 4.69% from 2006 (Ecsecc,2017:91)”.

Chart 12: Tourism spend per resident capita



TOURISM SPEND AS A SHARE OF GDP

This indicates tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. “In Senqu Local Municipality the tourism spending as a percentage of GDP in 2016 was 4.55%. Tourism spending as a percentage of GDP for 2016 was 3.68% in Joe Gqabi District Municipality, 3.56% in Eastern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.15% (Ecsecc,2017:92).

Table 28: Tourism spend as a share of the GDP 2006-2016

	Senqu	Joe Gqabi	Eastern Cape	National Total
2006	8.9%	6.5%	6.5%	6.9%
2007	8.1%	5.9%	5.9%	6.6%
2008	8.4%	6.3%	6.2%	6.4%
2009	7.4%	5.6%	5.6%	6.1%
2010	7.0%	5.4%	5.4%	6.1%
2011	6.1%	5.0%	5.0%	5.8%
2012	5.6%	4.7%	4.8%	6.1%
2013	5.4%	4.5%	4.5%	6.2%
2014	5.3%	4.3%	4.3%	6.3%
2015	4.7%	3.9%	3.8%	5.9%
2016	4.6%	3.7%	3.6%	6.2%

Source: IHS Markit Regional eXplorer version 1156

8.INTERNATIONAL TRADE

“The merchandise export from Senqu Local Municipality amounts to R 1.62 million and as a percentage of total national exports constitutes about 0.00%. The exports from Senqu Local Municipality constitute 0.05% of total

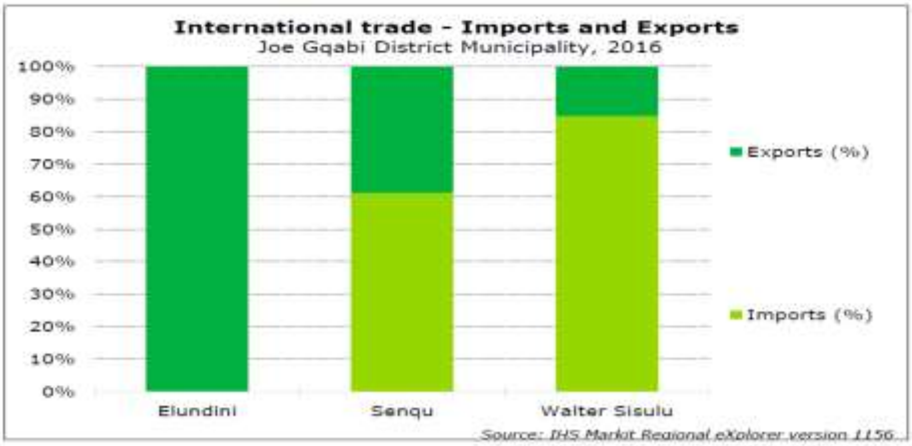
Senqu Local Municipality's GDP. Merchandise imports of R 2.55 million constitute about 0.00% of the national imports. Total trade within Senqu is about 0.00% of total national trade. Senqu Local Municipality had a negative trade balance in 2016 to the value of R 926,000. Analysing the trade movements over time, total trade increased from 2006 to 2016 at an average annual growth rate of 30.14%. Merchandise exports decreased at an average annual rate of 0.00%, with the highest level of exports of R 4.21 million experienced in 2014. Merchandise imports increased at an average annual growth rate of 23.88% between 2006 and 2016, with the lowest level of imports experienced in 2013 (Ecesecc,2017:94-95)".

Table 29: Merchandise exports and imports 2016 (R1000 Current Prices)

	Senqu	Joe Gqabi	Eastern Cape	National Total
Exports (R 1000)	1,620	11,809	56,187,528	1,107,472,999
Imports (R 1000)	2,547	56,678	55,585,538	1,089,677,002
Total Trade (R 1000)	4,167	68,487	111,773,066	2,197,150,001
Trade Balance (R 1000)	-926	-44,869	601,990	17,795,997
Exports as % of GDP	0.1%	0.1%	16.6%	25.5%
Total trade as % of GDP	0.1%	0.7%	33.1%	50.6%
Regional share - Exports	0.0%	0.0%	5.1%	100.0%
Regional share - Imports	0.0%	0.0%	5.1%	100.0%
Regional share - Total Trade	**0.0%**	**0.0%**	**5.1%**	**100.0%**

Source: IHS Markit Regional eXplorer version 1156

Chart 12: International trade – Imports & Exports JGDM 2016



When comparing the Senqu Local Municipality with the other regions in the Joe Gqabi District Municipality, Walter Sisulu has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 63.9 million. This is also true for exports - with a total of R 9.77 million in 2016. Elundini had the lowest total trade figure at R 421,000. The Elundini also had the lowest exports in terms of currency value with a total of R 421,000 exports (Ecsecc,2018:94)".

9 TOTAL EMPLOYMENT

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators. Total

employment consists of two parts: employment in the formal sector, and employment in the informal sector (Ecsecc,2017:41)"

"In 2016, Senqu employed 24 400 people which is 32.18% of the total employment in Joe Gqabi District Municipality (75 700), 1.67% of total employment in Eastern Cape Province (1.46 million), and 0.16% of the total employment of 15.7 million in South Africa. Employment within Senqu increased annually at an average rate of 2.10% from 2006 to 2016. The Senqu Local Municipality average annual employment growth rate of 2.10% exceeds the average annual labour force growth rate of 2.00% resulting in unemployment decreasing from 28.35% in 2006 to 27.05% in 2016 in the local municipality (Ecsecc,2017:41-42)"

Table 30: Total employment per broad economic sector JGDM 2016

	Senqu	Elundini	Walter Sisulu	Total Joe Gqabi
Agriculture	2,720	2,120	3,120	7,963
Mining	27	23	24	75
Manufacturing	1,050	1,060	1,500	3,622
Electricity	45	92	100	237
Construction	3,190	4,140	3,020	10,358
Trade	5,520	4,860	5,420	15,802
Transport	808	1,040	973	2,823
Finance	1,480	1,680	2,410	5,566
Community services	6,680	6,150	8,050	20,874
Households	2,830	1,680	3,860	8,366
Total	**24,400**	**22,900**	**28,500**	**75,686**

Source: IHS Markit Regional eXplorer version 1156

"Senqu Local Municipality employs a total number of 24 400 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Joe Gqabi District Municipality is Walter Sisulu local municipality with a total number of 28 500. The local municipality that employs the lowest number of people relative to the other regions within Joe Gqabi District Municipality is Elundini local municipality with a total number of 22 800 employed people. In Senqu Local Municipality the economic sectors that recorded the largest number of employment in 2016 were the community services sector with a total of 6 680 employed people or 27.4% of total employment in the local municipality. The trade sector with a total of 5 520 (22.7%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 27.3 (0.1%) is the sector that employs the least number of people in Senqu Local Municipality, followed by the electricity sector with 45.1 (0.2%) people employed (Ecsecc,2017:41-42)".

FORMAL AND INFORMAL EMPLOYMENT

"Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored. The number of formally employed people in Senqu Local Municipality counted 16 400 in 2016, which is about 67.33% of total employment, while the number of people employed in the informal sector counted 7 960 or 32.67% of the total employment. Informal employment in Senqu increased from 6 590 in 2006 to an estimated 7 960 in 2016. Some of the economic sectors have little or no informal employment: Mining industry, due to well-regulated mining

safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading (Ecsecc,2017:43)".

In 2016 the Trade sector recorded the highest number of informally employed, with a total of 3 480 employees or 43.75% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Finance sector has the lowest informal employment with 394 and only contributes 4.95% to total informal employment (Ecsecc,2017:43)".

Table 31: Formal and informal employment by broad economic sector 2016

	Formal employment	Informal employment
Agriculture	2,720	N/A
Mining	27	N/A
Manufacturing	629	425
Electricity	45	N/A
Construction	1,770	1,430
Trade	2,040	3,480
Transport	167	641
Finance	1,080	393
Community services	5,090	1,590
Households	2,830	N/A

Source: IHS Markit Regional eXplorer version 1156

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism (Ecsecc,2017:44)".

UNEMPLOYMENT

This includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. In 2016, there were a total number of 9 990 people unemployed in Senqu, which is an increase of 1 410 from 8 590 in 2006. The total number of unemployed people within Senqu constitutes 35.76% of the total number of unemployed people in Joe Gqabi District Municipality. The Senqu Local Municipality experienced an average annual increase of 1.53% in the number of unemployed people, which is better than that of the Joe Gqabi District Municipality which had an average annual increase in unemployment of 1.77%.

Table 32: Unemployment official definition 2006-2016

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % of district municipality	Senqu as % of province	Senqu as % of national
2006	8,590	23,400	512,000	4,510,000	*36.6%*	*1.68%*	*0.19%*
2007	8,430	23,100	503,000	4,460,000	*36.5%*	*1.68%*	*0.19%*
2008	8,130	22,400	488,000	4,350,000	*36.3%*	*1.66%*	*0.19%*
2009	7,950	22,000	483,000	4,370,000	*36.1%*	*1.65%*	*0.18%*
2010	7,840	21,800	480,000	4,490,000	*36.0%*	*1.63%*	*0.17%*
2011	7,860	21,900	485,000	4,570,000	*35.9%*	*1.62%*	*0.17%*
2012	8,440	23,500	508,000	4,690,000	*35.9%*	*1.66%*	*0.18%*
2013	9,070	25,300	542,000	4,850,000	*35.9%*	*1.67%*	*0.19%*
2014	9,540	26,500	569,000	5,060,000	*36.0%*	*1.68%*	*0.19%*
2015	9,720	27,000	583,000	5,290,000	*36.0%*	*1.67%*	*0.18%*
2016	9,990	27,900	603,000	5,600,000	*35.8%*	*1.66%*	*0.18%*
Average Annual growth							
2006-2016	***1.53%***	***1.77%***	***1.65%***	***2.19%***			

Source: IHS Markit Regional eXplorer version 1156

Table 33: Unemployment rate 2006-2016

	Senqu	Joe Gqabi	Eastern Cape	National Total
2006	28.3%	27.0%	27.8%	25.8%
2007	27.5%	26.4%	27.2%	24.8%
2008	26.5%	25.6%	26.6%	23.6%
2009	26.4%	25.8%	26.9%	23.8%
2010	26.8%	26.5%	27.7%	24.8%
2011	26.6%	26.4%	27.9%	24.9%
2012	28.1%	27.9%	28.7%	25.0%
2013	28.7%	28.5%	29.4%	25.1%
2014	28.1%	27.8%	29.4%	25.1%
2015	27.3%	27.0%	29.1%	25.5%
2016	27.1%	27.0%	29.3%	26.3%

Source: IHS Markit Regional eXplorer version 1156

In 2016, the unemployment rate in Senqu Local Municipality (based on the official definition of unemployment) was 27.05%, which is a decrease of -1.29 percentage points. The unemployment rate in Senqu Local Municipality is higher than that of Joe Gqabi. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Senqu Local Municipality was lower than that of Eastern Cape which was 29.34%. The unemployment rate for South Africa was 26.33% in 2016, which is an increase of -0.563 percentage points from 25.77% in 2006 (Ecsecc,2016:46)". When comparing unemployment rates among regions within Joe Gqabi District Municipality, Elundini local municipality has indicated the highest unemployment rate of 36.0%, which has increased from 32.5% in 2006. It can be seen that the Walter Sisulu local municipality had the lowest unemployment rate of 18.3% in 2016, this decreased from 19.8% in 2006 (Ecsecc,2017:47)".

10. INCOME AND EXPENDITURE

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

NUMBER OF HOUSEHOLDS BY INCOME CATEGORY

"It was estimated that in 2016 21.81% of all the households in the Senqu Local Municipality, were living on R30,000 or less per annum. In comparison with 2006's 59.71%, the number is about half. The 30000-42000 income category has the highest number of households with a total number of 6 100, followed by the 18000-30000 income category with 5 740 households. Only 5.5 households fall within the 0-2400 income category (Ecsecc,2017:49)".

Table 34: Households by income category 2016

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % of district municipality	Senqu as % of province	Senqu as % of national
0-2400	6	14	206	1,880	38.4%	2.7%	0.30%
2400-6000	95	246	3,800	33,300	38.8%	2.5%	0.29%
6000-12000	1,010	2,470	38,400	314,000	40.9%	2.6%	0.32%
12000-18000	1,980	4,820	76,400	624,000	41.1%	2.6%	0.32%
18000-30000	5,740	14,000	220,000	1,720,000	41.0%	2.6%	0.33%
30000-42000	6,100	15,000	231,000	1,730,000	40.6%	2.6%	0.35%
42000-54000	5,280	13,100	204,000	1,520,000	40.3%	2.6%	0.35%
54000-72000	5,490	13,800	217,000	1,630,000	39.9%	2.5%	0.34%
72000-96000	4,480	11,500	185,000	1,490,000	39.1%	2.4%	0.30%
96000-132000	3,470	9,160	156,000	1,390,000	37.9%	2.2%	0.25%
132000-192000	2,610	7,270	133,000	1,320,000	35.9%	2.0%	0.20%
192000-360000	2,320	7,010	150,000	1,690,000	33.1%	1.5%	0.14%
360000-600000	1,090	3,630	88,200	1,090,000	29.9%	1.2%	0.10%
600000-1200000	635	2,220	59,000	785,000	28.6%	1.1%	0.08%
1200000-2400000	173	634	17,600	238,000	27.2%	1.0%	0.07%
2400000+	21	84	2,670	39,100	25.3%	0.8%	0.05%
Total	**40,500**	**105,000**	**1,780,000**	**15,600,000**	**38.6%**	**2.3%**	**0.26%**

Source: IHS Markit Regional eXplorer version 1156

"For the period 2006 to 2016 the number of households earning more than R30,000 per annum has increased from 40.29% to 78.19%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount (Ecsecc,2018:50)".

ANNUAL TOTAL PERSONAL INCOME

"Annual total personal income is the sum of the total personal income for all households in a specific region. Senqu Local Municipality recorded an average annual growth rate of 9.92% (from R 1.62 billion to R 4.18 billion) from 2006 to 2016, which is less than Joe Gqabi's (10.69%), but more than Eastern Cape Province's (9.52%) average annual growth rates. South Africa had an average annual growth rate of 9.05% (from R 1.26 trillion to R 3 trillion) which is less than the growth rate in Senqu Local Municipality. The total personal income of Senqu Local Municipality amounted to approximately R 4.18 billion in 2016. The African population group earned R 3.82 billion, or 91.26% of total personal income, while the White population group earned R 264 million, or 6.30% of the total personal income. The Coloured and the Asian population groups only had a share of 1.63% and 0.81% of total personal income respectively. When looking at the annual total personal income for the regions within Joe Gqabi District Municipality it can be seen that the Walter Sisulu local municipality had the highest total personal income with R 4.68 billion which increased from R 1.54 billion recorded in 2006. It can be seen that the Elundini local municipality had the lowest total personal income of R 3.85 billion in 2016, this increased from R 1.44 billion in 2006 (Ecsecc,2017:50-51)".

Table 35: Annual total personal income 2006-2016

	Senqu	Joe Gqabi	Eastern Cape	National Total
2006	1.6	4.6	106.6	1,259.4
2007	1.8	5.2	121.0	1,432.2
2008	2.0	5.8	134.0	1,587.9
2009	2.2	6.2	143.3	1,695.1
2010	2.3	6.7	154.3	1,843.3
2011	2.5	7.3	168.2	2,033.0
2012	2.8	8.2	187.5	2,226.5
2013	3.1	9.1	204.6	2,414.5
2014	3.4	10.0	220.0	2,596.7
2015	3.7	11.0	239.4	2,783.4
2016	4.2	12.7	264.5	2,995.4
Average Annual growth 2006-2016	***9.92%***	***10.69%***	***9.52%***	***9.05%***

Source: IHS Markit Regional eXplorer version 1156

ANNUAL PER CAPITA INCOME

"This takes the total personal income per annum and divides it equally among the population and is often used as a measure of wealth particularly when comparing economies or population groups. The per capita income in Senqu Local Municipality is R 29,500 and is lower than both the Eastern Cape (R 37,800) and of the Joe Gqabi District Municipality (R 34,100) per capita income. The per capita income for Senqu Local Municipality (R 29,500) is lower than that of the South Africa as a whole which is R 53,800 (Ecsecc,2017:52-53)".

Table 36: per capita income by population group 2016 (R current prices).

	African	White	Coloured
Senqu	27,600	187,000	42,700
Elundini	25,300	N/A	44,000
Walter Sisulu	39,900	244,000	47,900

Source: IHS Markit Regional eXplorer version 1156

"Walter Sisulu local municipality has the highest per capita income with a total of R 54,400. Senqu local municipality had the second highest per capita income at R 29,500, whereas Elundini local municipality had the lowest per capita income at R 26,600. In Senqu Local Municipality, the White population group has the highest per capita income, with R 187,000, relative to the other population groups. The population group with the second highest per capita income within Senqu Local Municipality is the Coloured population group (R 42,700). Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis (Ecsecc,2017:52-53)".

INDEX OF BUYING POWER

"The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1) and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales) (Ecsecc,2017:54)".

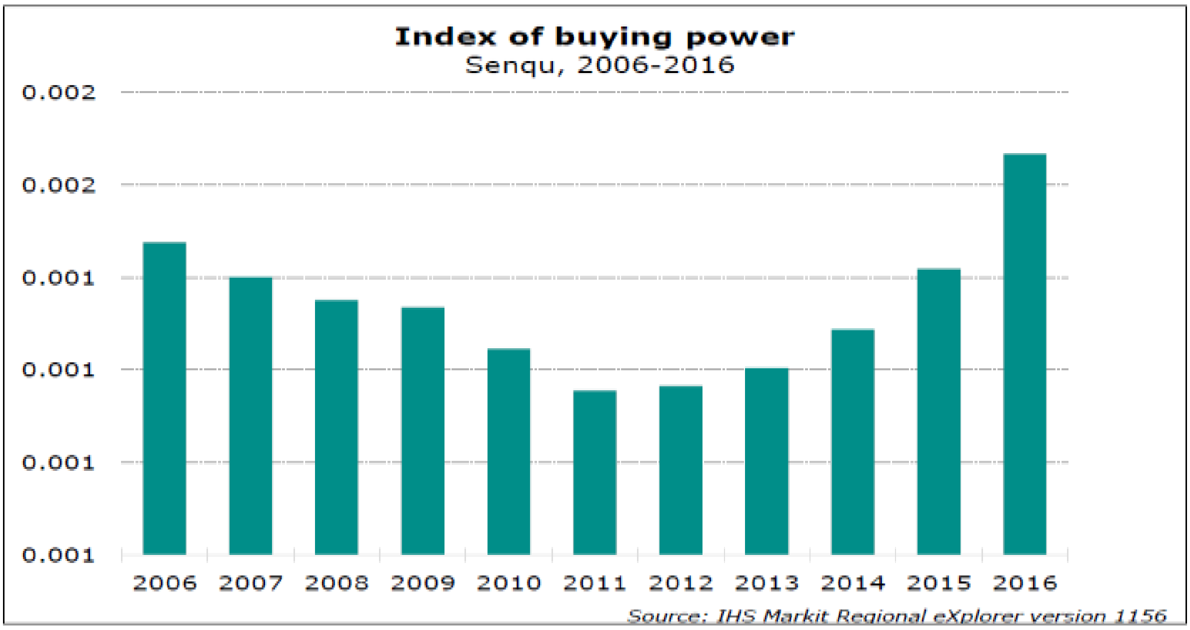
Table 37: Index of buying power

	Senqu	Joe Gqabi	Eastern Cape	National Total
Population	141,751	372,742	7,006,876	55,724,934
Population - share of national total	0.3%	0.7%	12.6%	100.0%
Income	4,184	12,716	264,506	2,995,448
Income - share of national total	0.1%	0.4%	8.8%	100.0%
Retail	1,310,827	4,031,982	79,545,670	926,561,000
Retail - share of national total	0.1%	0.4%	8.6%	100.0%
Index	0.00	0.00	0.09	1.00

Source: IHS Markit Regional eXplorer version 1156

"Senqu Local Municipality has a 0.3% share of the national population, 0.1% share of the total national income and a 0.1% share in the total national retail, this all equates to an IBP index value of 0.0015 relative to South Africa as a whole. Joe Gqabi has an IBP of 0.0045, were Eastern Cape Province has and IBP index value of 0.091 and South Africa a value of 1 relative to South Africa as a whole. The considerable low index of buying power of the Senqu Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Joe Gqabi District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

Chart 13: Index of buying power 2006-2016



Between 2006 and 2016, the index of buying power within Senqu Local Municipality increased to its highest level in 2016 (0.001517) from its lowest in 2011 (0.001389). Although the buying power within Senqu Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.32% (Ecsecc,2017:55)".

Comparative and Competitive Advantages

Competitive Advantages

- **Basic Services and Infrastructure**

The Municipality performs above District average in respect of access to all **basic services** but refuse removal, where only 13.45% households in Senqu enjoy regular municipal refuse collection services. The majority of Senqu households enjoy access to the RDP minimum levels of basic services in respect of housing (95.16%), energy (66.28%) and sanitation (56.13%).

- **Tourism**

Scenic beauty, hiking and wildlife attractions and trout fishing. South Africa's **only ski resort at Tiffendell**. Tiffendell Ski Resort is the only ski resort in South Africa and is uniquely positioned to capture the local skiing market. Reopening of the **historic railway line** between Aliwal North and Barkly East passing through Lady Grey is also a unique development options that will attract tourists. The area has a well-developed road network that enters beautiful valleys and mountains. It is favoured by off road enthusiasts, trail runners and mountain bikers.

- **Agriculture**

Agriculture is one of the major economic drivers of the local economy and is considered one of the New Growth path's job drivers. The total cultivated area of arable land is 47 319, 21 Ha, dry land under commercial Production has 18 178, 39 Ha; commercial irrigated Land of 3 866, 57 Ha, semi commercial (Commonages) has 25 274, 25 Ha (Information supplied by the Department of Agriculture). In general, however the area has limited land available that can sustain intensive agricultural practices. This is due to its highly erodible soils and unchecked poor veld management which has led to massive loss of topsoil and the growth of extensive dongas and gulleys.

The area is more suited towards stock farming than crop production due to its mountainous profile, short growing season and shallow erodible soils. However due to this fact and the changing climate newer crops are being investigated such as grapes. However, where soils are suitable, dryland crops such a beans, maize, sorghum and cabbage can be produced. Fodder is also grown for winter feed and Lucerne is grown under irrigation on many commercial farms. Stocking rates tend to be low due to the mountainous area but sheep, cattle and goats are in the majority. Accurate stock rates could not be received from the Department but the table below from Statsaa, Community Survey 2016 indicates stock ownership which gives an idea of stock.

Agriculture	2011		2016	
	Number	Percent	Number	Percent
Agricultural households			9 921,0	27,9
Cattle				
1 - 10			2 746	56,4
11 - 100			948	19,5
100+			1 173	24,1
Total			4 867	100,0
Sheep				
1 - 10			596	20,5
11 - 100			985	33,9
100+			1 321	45,5
Total			2 902	100,0
Goat				
1 - 10			1 657	49,6
11 - 100			1 601	47,9
100+			82	2,5
Total			3 340	100,0
Type of agric activity				
Livestock production			7 233,0	75,1
Poultry production			3 567,0	46,8
Vegetable production			3 384,0	54,4
Other			3 349,0	13,1

In general, agricultural infrastructure has been installed in the former homeland and communal region but farmers still express needs in particular for fencing, tractors, stock dams, shearing sheds and dip for the dipping tanks. There is the following infrastructure available:

- 15 Dipping tanks in various states of disrepair requiring water and dip
- 30 shearing sheds
- 11 stock dams
  (Source: Municipal ward survey 2017)

The most common complaint is for roads to be fixed in all commercial and communal areas and especially to the lands. The former homeland is also being invaded by plants which reduce grass from growing and affect animal health like the jointed cactus and Slangbos. DRDAR will be starting programmes to eradicate the cactus and DEDEA have funded projects to eradicate Slangbos but more needs to be done as it is spreading throughout the district. Stock theft remains a constant threat to both commercial and non -commercial farmers. A positive note is the growth of farming co-operatives building relationships with commercial farmers to utilise underutilised communal land such as the Tugela co-operative near Sirisena.

In 2010/11, 46 099 196 kilograms of greasy wool was produced in South Africa. Out of this the Eastern Cape produced 14 300 585 kilograms. The Barkly East magisterial district produced 897 677 kilograms and the Lady Grey district 197 727. The entire Transkei produced 3 467 686 kilograms. In 2011/12, 44 807 741 kilograms were produced out of which the Eastern Cape produced 13 950 406 kilograms. Barkly East 876 812, Lady Grey 178, 107 and the Transkei 3,357,008 (Cape Wool production figures 2010-2012). This makes Senqu one of the largest producers of wool in the Eastern Cape. Its climate and topography make it well suited to expand this type of farming.

- **Bottling of fresh spring** water is a potential niche. Senqu has pure, clear water that is already being bottled on a small scale. Potential may exist for further expansion.

- **Strategic location and proximity to** Lesotho provides development opportunities near the Telle Bridge border post as well as for the revitalisation and upgrade of Sterkspruit. These provide major tourism development opportunities for both Senqu and Lesotho. The proximity of the area to Lesotho, the Free State allows it to tap into these potential markets as well as being only 60 km from the N6 route from East London to Johannesburg allows it to ship goods relatively easier.

Comparative advantages

- **LED Support System**

The Senqu Municipality has a dedicated LED Unit located within its planning department. The Unit is responsible for coordination and facilitation of LED processes in Senqu as well as advise Council on LED matters. The LED Unit is fully staffed.

Senqu is one of the key partners of the Joe Gqabi Economic Development Agency (JoGEDA) which is tasked to drive special economic development projects on behalf of the district municipality and the four local municipalities in Joe Gqabi. With respect to Senqu, the Agency has prioritised commercial property development and plastic manufacturing as its immediate flagship projects. Its other partners are the local tourism organization (Senqu Tourism Association) and the Small Enterprise Development Agency (SEDA) which provides support services to tourism enterprises and other small businesses in the area. Other partners include the JGDM, ECDC, DLGTA, DEDEA and the Department of Agriculture.

- **EPWP, CWP & Enterprise development**

EPWP & CWP programmes are operated very effectively in the Municipality. Enterprise development is however struggling as SMME's and Co-operatives struggle to become financially viable. The Municipality continues however to support these iniatives through its percentages in its supply chain management policy.

Challenges

- **Geographic Challenge**

The majority (86%) of the Senqu population lives in predominantly rural areas consisting of rural villages and farm households. The average population density is 3.24 households per square kilometre, lower than the district and provincial population density of 3.27 and 3.89 households per square kilometre, respectively. The population density is 17.23 persons per square kilometre - indicating that people are scarcely located, making it extremely costly and difficult to provide the prerequisite services and conditions to address unemployment and poverty.

- **Dependency Challenge**

For every formally employed person there are 8.08 people that depend on the same income resources in Senqu. However, despite a large potentially economic active population (57% or 72 003 people), the economy is unable to provide the required economic and employment opportunities for all these people. In the current form and conditions, the local economy can only provide employment and economic opportunities for only a quarter (25.13%) of the potentially EAP.

- **Poverty Challenge**

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

Although the Municipality has and continues to support a number of poverty alleviation projects, in many instances the impact of these poverty alleviation projects remains unknown. This is why the Municipality completed a poverty alleviation strategy for the 2014/15 financial year.

- **Employment Challenge**

Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed while the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively.

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. However, also of concern is the quality of available jobs in Senqu. These jobs are not high paying and therefore do not necessarily provide a good quality of life.

- **Income Challenge**

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month.

- **Literacy Challenge**

Only 58.66% of the adult population can read and write compared to the provincial 66.7% and national average of 73.62%.

- **Skills Challenge**

Majority of adult population (32.21%) are unskilled. There is a major shortage of technical skills (currently only 0.19%). However, Senqu has a relatively high proportion of professionally skilled persons (23.46%) compared to the district (15.49%) and province (13.53%).

- **Infrastructure and Land Challenge**

While Senqu performs above district average in respect to all basic services with the exception of refuse removal where only 13.45% households are provided with the municipal refuse collection services, infrastructure backlogs remain an area of constraint that must be addressed to unlock better growth and new investments into the area. For example: - Surfacing the 562-km gravel road backlog and improving maintenance on existing access roads and bridges. The effect of migration into urban areas such as Sterkspruit is also putting major strain on existing infrastructure in these areas. A more integrated approach addressing social, economic and infrastructural issues is critical.

- **Land**

The Senqu Municipality has communal land in the former Transkei homeland situated around Herschel and Sterkspruit, bordering on Lesotho. The land tenure in this area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTOs. The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland (Senqu SDF 2009).

The majority of the municipal land is unimproved grassland (75.6%), with only 6.6% of the area used for cultivation purposes. Approximately 13% of the surface area is classified as degraded: that is, it has previously been subjected to poor land use and management practices (e.g. overgrazing or inappropriate cultivation methods). Only 1.1% of the surface area is developed as built areas, including the urban areas of Sterkspruit, Lady Grey and Barkly East, as well as the rural settlements. Senqu has major challenges relating to land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being

unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements in order to move closer to urban amenities or receive housing with freehold tenure especially farm workers. There is also the land redistribution challenge that Senqu must meet. For example, to be able to meet the 30% redistribution target by 2014, 166 000 ha will need to be redistributed at 33 000 per annum at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010).

- **Growth Challenge**

Between 2000 and 2010 average growth was 3.03%. Despite outstripping the average population growth (-0.89%) for the same period, this growth has not been sufficient to cause any significant dent on unemployment and poverty. It is also far below the national target of 4% to 7% required to necessary positive employment growth.

Skills and Education Levels

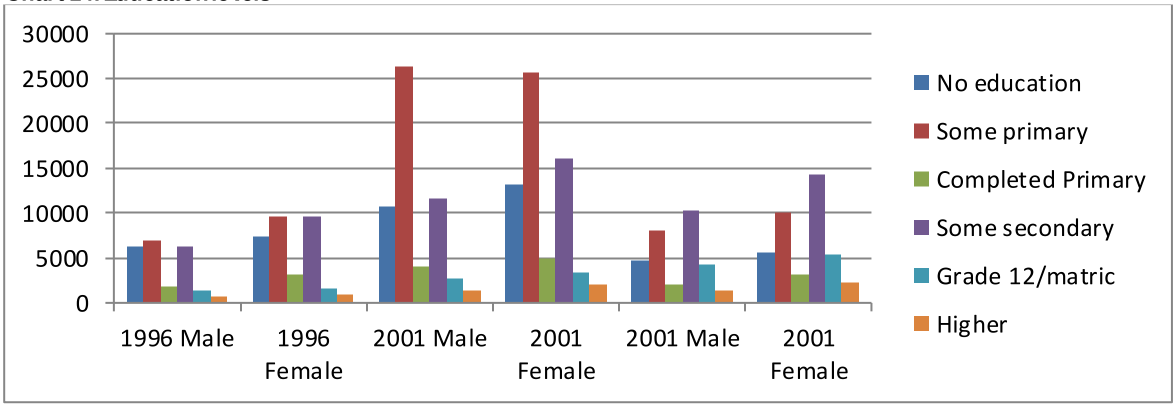
In general skills levels are low, with the majority of residents reliant on government/community services for employment or primary economic activities such as agriculture. 40 111 beneficiaries receive grants with a value of R 32 480 001 paid out monthly. It must be remembered that 41 854 people actually receive grants but as they are children only their parents are counted as beneficiaries (SASSA 2013).

Skills and Professions

An indication of **skills and professions** is afforded by the 2007 Community Survey (StatsSA 2009). Considering only the survey population for which a profession is specified, the dominant occupational group across all areas is 'Elementary', applicable to almost one third of the Senqu (32.21%) and JGDM (31.78%) economies, as well as the Elundini (32.93%) and Maletswai (32.79%) economies. The Province (24.30%) and Gariep (23.76%) reflect proportions closer to one quarter for "elementary occupations". "Professionals" are the next most prominent occupation within Senqu (23.46%) as well as for Elundini (14.36%), the District (15.49%) and the Province (13.53%). By contrast, "Skilled agricultural and fishery workers" are well represented in Gariep, while "Service workers; shop and market sales workers" are next most prominent, after elementary occupations, for Maletswai (11.91%). Service and sales workers account for around one tenth (9.71%) of Senqu professions, followed closely by "Craft and related trades workers" (8.94%) then skilled agricultural workers (8.88%), while "Technicians and associate professionals" (0.19%) are the least represented in the local economy.

About 39% of Senqu Municipality workforce is made up of elementary or unskilled workers, the largest percentage in the District. Senqu Municipality has low levels of senior management and technical staff, 3% and 4% respectively. This corresponds with low levels of educational facilities in the area and indicates a need for skills development and education programmes. SLM has the second lowest levels of education behind Elundini Local Municipality in the District, with 58.85% of the population having only received a primary school education. SLM area has 153 schools of which 68 are Primary, 17 are Secondary, 63 are Combined and 5 are ECD. SLM has the lowest levels of education, with 47% of the population having only received a primary school education as can be seen in the chart below. There is only one tertiary education facility (FET College) in the Municipality in Sterkspruit.

Chart 14: Education levels



Source Statsaa 2011

This chart indicates that the number of illiterate people is steadily declining and the Municipality is doing well in achieving the goal of universal primary school access. It is also good to note the increase in secondary and tertiary education. Attendance of educational facilities is also increasing as can be seen in the table above.

Table 38: No of persons aged 5-24 attending educational facilities

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	25766	26890	52656	27123	27336	54460	23262	21904	45166
Not attending	6110	7845	15954	7878	7546	15425	5509	6226	17735
Total	33875	34735	68610	35001	34883	69884	28771	28130	56900

Source: Statsaa 2011

Stakeholder Involvement

The Municipality has an Economic Development Forum. The aim of the forum is to:

- Provide LED facilitation and support within the Senqu municipality
- Advise on development choices by understanding the local context enough to validate claims made about local potential
- Mobilise local stakeholders
- Facilitate local partnerships within and between local public and private organisations
- Develop an annual work plan to implement the LED strategy that is reported on quarterly
- Assist with and advise on local economic development iniatives
- Coordinate all local economic development iniatives within the municipality
- Provide information and create awareness about LED within the municipality
- Monitoring and evaluation of local economic development projects

The forum meets quarterly. Other stakeholder forums include the LTO, small farmer's association and agricultural forum. However, these forums require more capacitation and engagement to keep the functioning effectively. The Municipality engages with sector departments through District Support team meetings on a quarterly basis and IDP Representative Forum meetings.

Investment Attraction, Small Town Revitalisation and Policy Framework

The Municipality is expending great effort to attract investors to the municipal areas by ensuring that towns are kept clean and that grass and trees are cut and pruned regularly. Senqu has won several awards in the cleanest town competition. In addition, the Municipality has spent its neighbourhood development grant on beautifying the entrance to Lady Grey by planting trees and providing pathways linking the township to the CBD. The emphasis in Sterkspruit is on consolidation of neighbouring settlements into the existing town and resolving land tenure issues. A small-town regeneration plan has been developed for Sterkspruit and Barkly East. As part of this iniative walkways have been paved and 18 hawkers' huts handed over in Sterkspruit. Community parks in Lady Grey funded by DEA are in the process of being built. The lack of available land is preventing the development of similar parks in Sterkspruit.

The Municipality has also begun Vision 2030 which aims to increase revenue by expanding the rates base through formalisation of adjoining rural areas to existing urban centres as well as implementing the small-town plans. The policy framework regarding businesses is in the process of being revisited in order to determine areas of hindrance for business development. These include the bylaws on building control regulations, business and street trading, liquor trading, preparation of foods at registered private kitchens and taxi ranks and taxi ranking. This is all part of the Municipality's drive to assist the development of business in the area including the ultimate adoption of informal trading regulations and the draft trade and investment policy.

Expanded Public Works & Community Works Programme

Senqu Municipality has successfully implemented the EPWP programme. The objectives of the EPWP programme are as follows:

- To create job opportunities through reviewing the manner that municipalities implement existing projects/programmes
- To identify and propose programmes that will contribute to additional job creation opportunities
- To ensure that the proposed job creation programmes form part of the service delivery mandates of the municipality

These principles have been incorporated into the municipality's efforts to increase employment opportunities for its residents. Projects consist of basic road maintenance, paving of streets, picking up refuse, pothole repair and storm water channel maintenance. Over 196 jobs were created in 2011,2012,2013. 252 jobs were created in 2014/15 for mass job and 450 on MIG projects. jobs were created in 2017/18 through mass job creation as part of the EPWP programme and over 2000 through CWP. Future projects include maintenance of municipal property, cleaning in urban areas, storm water management in townships and data collection. However, management is currently in the process of revising the current EPWP and CWP programmes to ensure that sustainable work opportunities are created and that graduates from the programme acquire skills which increase their employment activities. The CWP programme was increased to cover 2 more wards.

The EPWP policy was adopted by Council on the 25th October 2012. The policy outlines the institutional arrangements for implementing EPWP, roles and responsibilities, the employment opportunities, training and EPWP target, conditions of employment, target groups and reporting process. The Director of Technical Services is responsible for implementing EPWP but the co-ordination will be done by the EPWP Steering Committee. The Committee will consist of all director's ad all relevant sector heads. The responsibility of the Committee will be to:

- Coordinate the overall municipal wide coordination of EPWP and related issues

- Review the EPWP policy
- Setting departmental EPWP targets
- Enabling environment for the successful implementation of EPWP
- Reporting to the management meeting
- Monitoring and evaluation of the EPWP programme
- Setting of performance standards
- Compiling a EPWP management plan

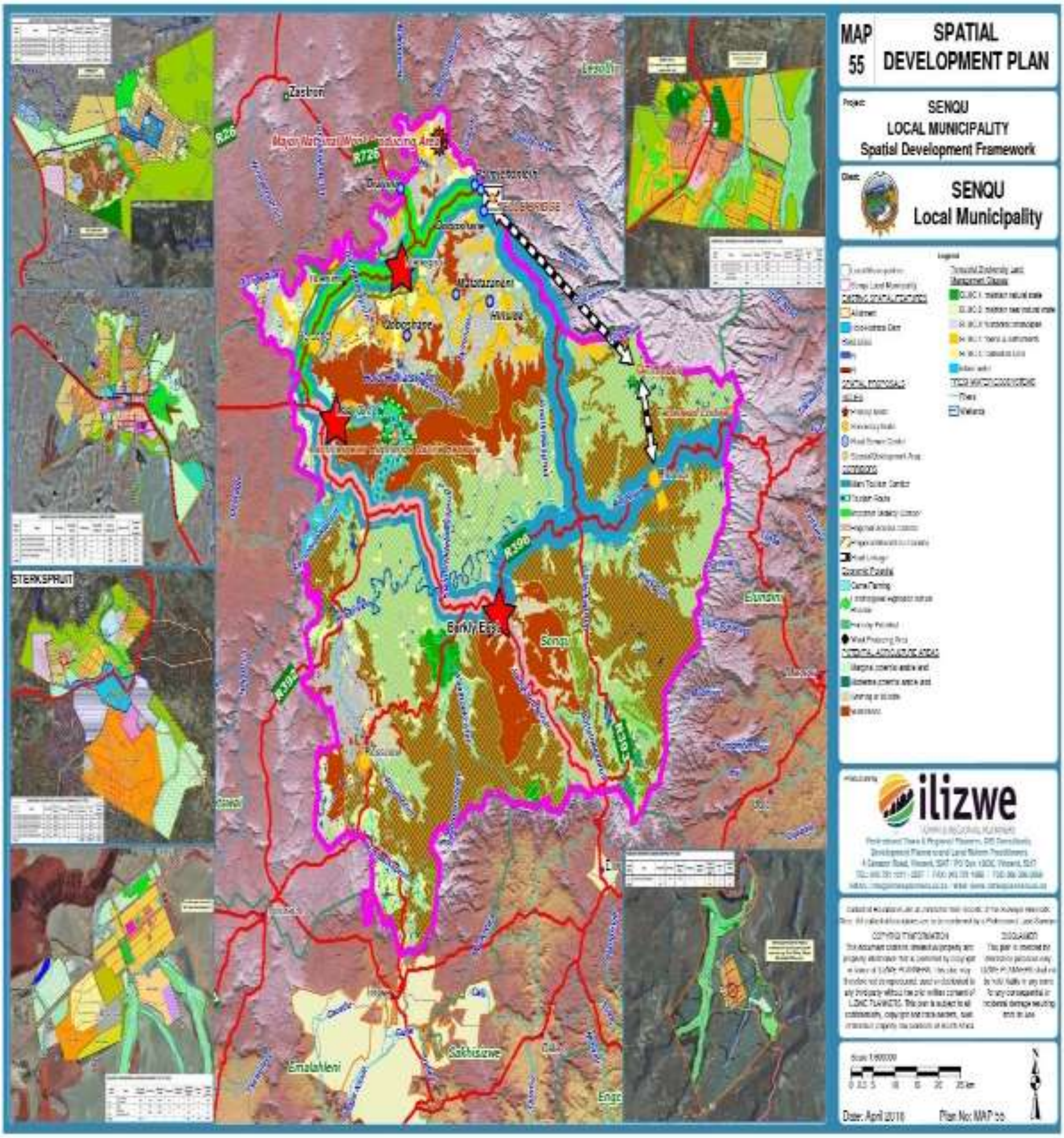
The EPWP framework for Phase 3 was adopted by Council in May 2016.

An amount of R 6,480,000 was budgeted for the 2014/15 financial year and a similar amount for 2015/16. 2017/17 R 4,753,818, 2018/19 R 5,038,050 and in 2019/20 R 5,342,213.

LED Priorities & Spatial Realities

The map 1 below from the SDF 2017 indicates the relationship between the LED priorities and the spatial realities.

Map 1: LED Priorities & spatial realities



Source SDF 2017

Alignment between the NDSP, SDF, NGP & LED Strategy

Table 39: Alignment between the NSDP, SDF, NGP & LED Strategy

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
Innovation and experimentation.	▪ Not applicable	Jobs driver 3: Seizing the potential of new economies	
Production: High value, differentiated goods (not strongly dependent on labour costs).	▪ Not applicable	Jobs driver 3: Seizing the potential of new economies	
Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation).	▪ Formal agricultural sector in Senqu ▪ Need for investigating further the potential for intensive, irrigation-fed agriculture in under-developed rural settlement areas ▪ Land most suited to crop production is found in the Sterkspruit area ▪ Stock farming is assessed as the agricultural activity with the highest potential, if correctly managed.	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Development Thrust 3: Sustainable Livelihoods Development Thrust 2: Enterprise Development
Public services and administration.	▪ Barkly East and Lady Grey are centres for District and Local Government administration	Job driver 4: investing in social, capital and public services	Development Thrust 3: Sustainable Livelihoods Development Thrust 4: Skills Development Development Thrust 5: Institutional Development
Retail and services.	▪ Sterkspruit is a high order regional service centre, providing access to goods and services to a large catchment population.	Job driver 1 infrastructure Jobs driver 5: spatial development	Development Thrust 1: Locality Development
Tourism.	▪ There are areas with development potential as tourism sites of interest relating to the Drakensberg and the Maloti Tourism Route.	Jobs driver 2: main economic sectors	Development Thrust 2: Enterprise Development

LED Strategy

The Municipality has a LED strategy which was adopted in June 2013. The strategy has been revised in the 2017/18 Financial year and the final strategy was adopted in May 2018.

LED Strategy Objectives

This draft 20-year Senqu LED Strategy aims to achieve the following economic outcomes:

1) Improving urban infrastructure to attract investment
2) Development of partnerships between public sector and the private sector to encourage investment and skills development in the area
3) Improve youth entrepreneurship and participation in the mainstream economy
4) To build strong and sustainable LED institutions and resources
5) 30 % of all infrastructure projects to benefit SMME's
6) To alleviate poverty by utilising labour-intensive programmes and projects such as CWP and EPWP

LED Strategy Development Thrusts

The Senqu LED Strategy (2018) has 5 integrated LED development thrusts and priorities

Development Thrust 1: Locality Development

The Locality Development Programme will be premised on achieving the following outcomes:

- Making the municipal area more attractive to investors, tourists and individuals;
- Improving the physical and environmental appeal of the area

Development Thrust 2: Enterprise Development

The purpose of Enterprise Development Programme is to:

- Create a conducive environment for existing, new and start-up businesses;
- Improve profitability, competitiveness and sustainability of locally-based enterprises;
- Prioritise development of key growth and employment sectors eg Agriculture, Tourism and Green Economy.

Development Thrust 3: Livelihoods

The purpose of the sustainable livelihoods programme is to:

- Facilitate labour intensive projects that create employment opportunities

Development Thrust 4: Skills Development

The purpose of the skills development priority is to:

- Build the necessary skills base for economic growth and development;
- Improve employability and active economic participation;
- Support key growth and employment sectors.

Development Thrust 5: Institutional Development

LED institutional development in Senqu is designed to:

- Foster sustainable partnerships with key and relevant stakeholders
- Improve monitoring and evaluation of LED projects and initiatives.

LED IMPLEMENTATION PLAN & ALIGNMENT WITH NATIONAL & PROVINCIAL PLANS

Table 40: LED Implementation Plan

2. Implementation Approach

To ensure the effective implementation of this strategy, it is proposed that the following incremental approach be adopted:

2.1 Setup Phase (Year 0 – Year 1)

The purpose of this phase is to prepare for the implementation of the strategy by ensuring that fundamental or pre-conditional factors are addressed to support the successful execution of the strategy. The setup phase will focus on:

- Incorporating flagship programmes and projects in the municipal IDP and SDBIP
- Securing the necessary budgets to support annual programmes
- Establishing the Senqu Local Action Group
- Negotiating key level agreements with sponsors and funders

2.2. Planning Phase (Year 1 – Year 2)

This will focus on the planning of the priority initiatives identified in this strategy. In particular, this phase will involve:

- Appointment of project champions and teams
- Development of project plans

It is important to ensure that this process is driven and overseen jointly by the LED Unit and stakeholders constituting the Senqu Local Action Group.

2.3 Implementation phase (Year 3-18)

This will focus on the actual implementation of the priority initiatives identified in this strategy. In particular, this phase will involve:

- Execution of project plans
- Project management
- Progress reporting (Council, Local Action Group and LED Forum)

It is important to ensure that this process is driven and overseen jointly by the LED Unit and stakeholders constituting the Senqu Local Action Group.

2.4 Monitoring, Feedback and Learning Phase (Year 19-20)

This phase represents the last stage in the implementation of this Strategy. It is fundamentally focused on:

- Monitoring and evaluating outcomes and impact of executed projects
- Providing continuous feedback to stakeholders on strategy projects
- Documenting lessons to improve learning
- Identifying future improvement areas

Current LED Unit Staffing and Budget

Municipality has an LED Unit which is based in the Directorate: Development & Town Planning Services Directorate. The Unit has 1 Enterprise Development Officer and 1 Tourism Office. It is headed by the IPED Manager. The office has been granted an operational budget of R 2 759 836 for LED and R 1 236 690 for tourism.

Conclusion

The LM's lack of annual growth has resulted in an unprecedented high unemployment in the Senqu area with high dependence on government grants. This coupled with access to basic household and community services which is below optimal creates tension amongst communities who compete for relatively scarce resources. Therefore, it becomes absolutely crucial that the municipality creates conducive conditions for job creation and participation in agricultural activities by availing land for development. Businesses are not growing as SMME's as they do not receive strategic support from government institutions. Areas for great concern are centred around food security and land reform. The tourism sector is underdeveloped and needs strategic intervention to revive and contribute to the local economy meaningfully. In this regard, a responsible tourism sector plan has to be developed which could provide direction to optimise the potential that exist in the area. Agriculture remains central to the development of the area. However, it has to be done in conjunction with other programmes. Land administration and town planning seem to have been relegated to the background of the municipal priorities. This approach does impact negatively on the development trajectory of the municipality.

CHAPTER THREE: BASIC SERVICE DELIVERY

SLA's and other Institutional Arrangements

Community Services has an SLA with DSRAC. In terms of the SLA Senqu runs the library service on behalf of DSRAC. This SLA is signed annually. Technical Services has an SLA regarding electricity sales with ESKOM whereby the municipality procures electricity from ESKOM and then sells it via its internal network to urban customers.

Spatial Analysis and Rationale

The SDF which was adopted in **March 2017** proposes the following ***General Policies and Guidelines for Land Development in Senqu.*** The following general policies and guidelines are to be applicable to land development in the Senqu Municipal area: -

- The following basics Disaster Management guidelines: -
    - No development should take place on land within the 1 in 100-year flood line. In certain cases, exemption may be granted for development up to the 1 in 50-year flood line (but commonly only in cases where existing development has occurred).
    - Development is prohibited on slopes steeper than 18% (or 1-in-5 gradients), with exemptions on merit in certain cases being permitted, except in the case of public-funded housing developments.
    - Engineering Geotechnical reports should be undertaken prior to planning of new areas for settlement/development.
    - Wherever possible mitigation steps should be taken to prevent informal settlement development within 1: 100-year flood areas. Where such settlement has occurred, appropriate steps should be taken to clear the area and secure it from future settlement.
    - Controlled Areas around municipal and infrastructure installations such as Waste Disposal Sites; Waste Water Treatment Works etc. shall stipulate minimum distances from installations within which specified land use development shall not take place, based on environmental and health considerations.
- A Controlled Area shall be established around any Airstrip/aerodrome to include the following stipulations: -
    - Areas where L_{Rdn} = 55 dBA: Residential developments not allowed; nor are other noise-sensitive uses such as hospitals, educational institutions, conference facilities and places of worship;
    - Areas where L_{Rdn} = 60 dBA: Commercial uses are permitted, including retail/shopping, offices, consulting rooms.

- Areas where L_{Rdn} = 65 dBA: Commercial/Industrial uses are permitted, including CBDs, motor trade, warehousing. Also, agricultural uses involving livestock and breeding and cemeteries.
- Areas where L_{Rdn} = 70 dBA: Industrial activities are permitted; i.e. manufacturing, assembly, repairing, packaging, bus depots, builders' yards etc.
- Areas where L_{Rdn} = 75 dBA: Agricultural land uses not involving livestock are permitted, as well as picnic facilities and open space (vacant land).
- Areas where L_{Rdn} = 80 dBA: Prohibited area; i.e. no land development to be permitted.
- Any land uses proposed within the 55 dBA and 60 dBA noise contours surrounding an airport must be referred to the Airport Authority and/or the Airports Company of South Africa (ACSA) for approval.

- For the purposes of settlement planning, the standards for settlement design and development set out in the *Guidelines for Human Settlement Planning and Design* (the so-called "Red Book" compiled by CSIR Building and Construction Technology, 1998) be adopted and used in the scrutiny of relevant land developments.
- All land developments should be undertaken in accordance with an approved Layout Plan and/or Site Development Plan. After approval, only minor deviations from the applicable plan are to be permitted
- The National Building Regulations are applicable in all land development areas.
- The Development Principles and Norms and Standards set in terms of Chapter 2 of the Spatial Planning and Land Use Management Act, 16 of 2013 are applicable to every land development application.

Development Nodes and Settlement proposals

No towns in SLM have been identified as major nodes on a provincial level. However, on a municipal level the different towns play important and very particular roles and local nodes with specific characteristics can be identified.

The GVA and the settlement categories developed was used to identify these nodes. Most of the GVA in the SLM is generated in Sterkspruit.

Table 41: Main Settlements, Primary Economic Base, Potential Needs and Investment Required.

SETTLEMENT	POPULATION	ECONOMIC BASE	POTENTIAL NEED	INVESTMENT TYPE
Sterkspruit	Large	Retail and commercial services	High Development Potential High Need	Infrastructure, education, entertainment, middle income housing and social facilities
Lady Grey	Medium	Agriculture and administration	High Development Potential High Need	Infrastructure (especially water), business services and social facilities
Barkly East	Small	Agriculture	High Development	Basic services, formal housing,

SETTLEMENT	POPULATION	ECONOMIC BASE	POTENTIAL NEED	INVESTMENT TYPE
			Potential High Need	industry and agro-processing
Rhodes	Very small	Agriculture	Low Development Potential High Need	Basic services, tourism, social facilities and infrastructure
Herschel	Small	Agriculture	Medium Development Potential High Need	Mixed use developments, social facilities, infrastructure and low to middle income housing
Rossouw	Very small	Agriculture	Low Development Potential High Need	Infrastructure, social and housing

The following are the proposed settlement models:

Model 1: Settlements within the Urban Edge

Development Parameters	Spatial Application	Livelihoods Base
▪ Small erf sizes (300m² or less, depending on nature of development and setting). ▪ A dwelling in terms of Provincial housing parameters. ▪ Township layout. ▪ Highest feasible Level of Service (LOS - linked to affordability [means] of client community). ▪ Freehold title, rent-to-buy or leasehold on individual household basis. ▪ Provision of neighbourhood level services and facilities within the community.	▪ For areas located within urban edges or within the fabric of existing urban development (in-fill). ▪ Good access to high order goods, services and facilities (e.g. hospitals, commercial districts etc.). ▪ Located for integration with main commuter transport networks and tar road access. ▪ Located for integration with existing water and sanitation networks servicing the urban setting.	▪ Income generation in the informal sector through use of own skills. ▪ May have access to municipal commonage (if available). ▪ Livelihood support through small business development, or other municipal LED programmes (such a job creation programmes). ▪ Urban economic opportunities for employment in the formal and informal sector.

Model 2: Low Density Peri – Urban / Rural Village Settlement

Development Parameters	Spatial Application	Livelihoods Base
▪ Erf sizes: Sizes of existing residential sites in settlements are accepted. ▪ New residential sites to have site sizes in the range of 500-1,000m², depending on local conditions and provisions of local planning processes. ▪ In new settlements, top structure support to be provided, but can be provided in follow up phase of development. ▪ In existing settlements, top structure support is optional, depending on financial availability and development priorities ▪ Settlement design options should be available for selection by community. In appropriate circumstances, can combine household/residential sites with arable allotments (i.e. larger site sizes). Township layout is one alternative. ▪ LOS likely to be lower than full urban LOS, depending on proximity to existing networks. Will	▪ New developments located in defined Rural *Settlement Areas*. ▪ Existing settlements that get prioritised to be developed within parameters as set out within this table (allowing some flexibility based on local realities and development priorities). ▪ Daily / weekly commuting for work & to existing service/facility nodes. ▪ Location of settlement and suitability of *type* of settlement to be related to existing infrastructure networks – i.e. base on principle of "Maximise Existing Opportunities/Build on Strengths". ▪ Access to urban centre for access to goods and services should be good but is likely to mean travel from the urban periphery.	▪ A defined objective of providing a household subsistence level based on at least the economically defined `minimum household subsistence level'. ▪ The intention would be to support multiple livelihood options. This would include families potentially having employment in nearby farms or in close by urban employment, by participating in LED projects/enterprises on the commonage, and through access to land for small scale gardening, and access to the commonage for grazing. ▪ Specifically, this model will allow space for on-site gardens and access to grazing & arable lands (where possible) on commonage. ▪ Commonage planning needs to take account of LED opportunity development. Commonage ideally to be state/LA-owned and managed by a

Development Parameters	Spatial Application	Livelihoods Base
also be impacted on by how community prioritises subsidy expenditure. ▪ Tenure/titling options can be individual or group options (e.g. CPA or further options to be provided by CLRB). ▪ Provision of neighbourhood level services and facilities within the community. ▪ This model is seen to offer the potential to densify and develop into the urban model over time, should communities so desire. If densification occurs it must be done within parameters of improvements in LOS and access, as well as a sustainable livelihood base.	▪ Should have good public transport access but could be gravel road access. ▪ New rural settlements should avoid impacts on high potential agricultural land as far as is possible within each municipal area, taking account other spatial factors. ▪ New settlement location should not be adjacent to key agricultural enterprises (as assessed within the local context) – i.e. must be compatible with surrounding land uses.	commonage management committee under municipality guidance. ▪ But access to commonage capped according to defined parameters (i.e. the objective of minimum household subsistence levels taking account the community's economic position – this practically means that communities with better alternative economic opportunities may have less commonage while more destitute communities may have more).

Model 3: Productive Farming (Small / Medium / Large)

Development Parameters	Spatial Application	Livelihoods Base
▪ In line with DRDLR policy framework – must meet the criteria for LRAD support. ▪ Dwelling will usually be existing farm buildings but any further development comes from LRAD grant or own contribution. ▪ Employment needs of farming enterprise determine scale of permitted settlement on-site. ▪ Infrastructure is owner's responsibility within property boundaries. ▪ Layout is based on farming operations. ▪ Individual or Group ownership (freehold/CPA or other). ▪ No provision of community services other than that usually provided in commercial farming areas (e.g. farm school service local district).	▪ Can be located on any piece of land within the Municipality. ▪ Can be located within a larger zone where special planning provision has been made for the reservation of a land parcel for productive agricultural use. ▪ Land to have established agricultural potential. ▪ Within communal areas could be on commonage or on PTO/Quitrent held land by agreement of land rights holders. ▪ Land should be able to provide water needs for households. No municipal provision.	▪ Predominately agricultural production, but households may also utilize other economic related skills or opportunities to enhance agricultural income. ▪ Business Plan for farming to set out livelihoods base for beneficiaries. ▪ The emphasis is on productive use of the land not subsistence, so beneficiaries must demonstrate an interest and skills in farming for profit/surplus.

The SDAs identified within the Senqu Municipal area are noted as follows: -

(i) The Lammergeyer Game Reserve

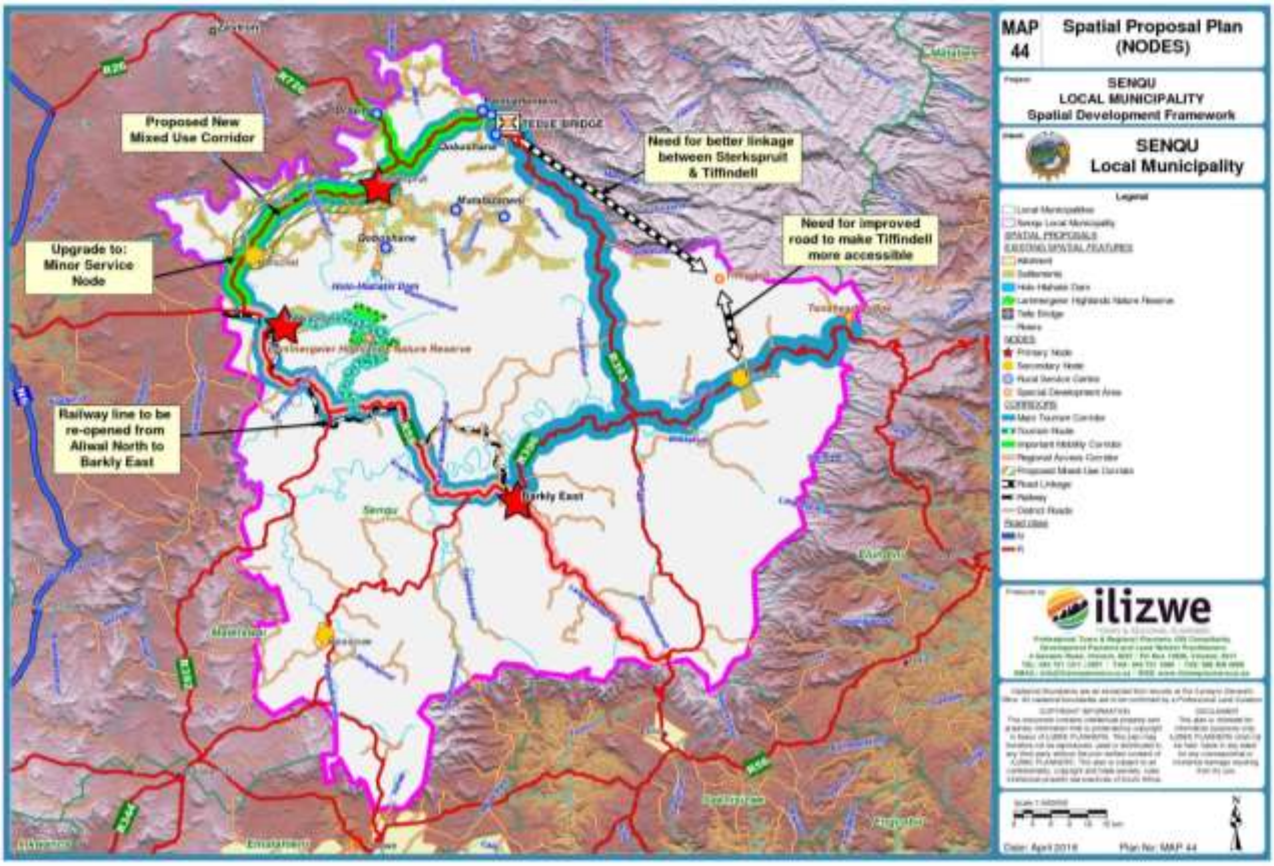
(ii) The Tiffindell Ski Resort

(iii) Joanna's Hoek Dam

(iv) Telle Bridge Border post

Given the understanding that the Senqu Municipality will, in time, proceed to the formulation of a single, integrated Land Use Management System, it is proposed that the identification of Preferred Land Use Outcomes and other relevant information for each SDA will serve as a platform for a new Land Use Management System to proceed with detailing appropriate zoning and other land use management instruments, in future.

Map 2: Development Nodes



Source: Senqu SDF 2017

Table 42: Land Use Zone Policy Guidelines

LAND USE ZONE	LAND USE PERMITTED	POLICY GUIDELINES
Outside the Urban Edge **Irrigation Schemes**	▪ Intensive agriculture ▪ New farmer settlements ▪ Small farming units ▪ Sustainable agriculture-related practices e.g. hydroponics and nurseries ▪ Agricultural industry ▪ Resort and Tourism related	▪ Agricultural Industry and Resort and Tourism-related developments may not be undertaken that would result in the complete loss intensive agricultural land. ▪ Where development applications are inconsistent with the LM SDF, the onus is on the applicant to prove, through a Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA), that the relevant application is consistent with the overarching objectives and directives of the SDF. ▪ New development must be undertaken with design guidelines provided by DRD&LR toolkit. ▪ Subdivided unit must be capable of sustaining productive/economic farming. ▪ Must be self-sufficient with regard to provision of services, or appropriate municipal services contribution must be determined by the Municipality.
Outside the Urban Edge **Eco-Estate Development**	▪ Extensive agriculture ▪ Resort and Tourism related ▪ Agricultural Industry	▪ Where development applications are inconsistent with the LM SDF, the onus is on the applicant to prove, through a Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA), that the relevant application is consistent with the overarching objectives and directives of the SDF. ▪ New development must be undertaken with design guidelines provided by DRD&LR toolkit. ▪ Must be self-sufficient with regard to provision of services, or appropriate municipal services contribution must be determined by the Municipality.
Agri- Industry Precinct	▪ Industrial activities related agri-processing. ▪ Industrial activities that provide support to the agri-processing and the agricultural community. ▪ Service centres for agricultural industry.	▪ Must be undertaken in accordance with site-specific design and planning guidelines. ▪ All industrial activities must be regulated and managed in accordance with sustainability standards (e.g. ISO 14001). ▪ Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF. ▪ New development must be undertaken in line with the agri-Industry Precinct Development Plan.
Industrial Precinct	▪ Industrial activities related beneficiation, storage and transport. ▪ Light industrial.	▪ New development must be in line with the Industrial Precinct Development Plan. ▪ New developments must be undertaken in accordance with site-specific design and planning guidelines. ▪ All industrial activities must be regulated and managed in accordance with sustainability standards (e.g. ISO 14001). ▪ Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Extractive Industry	▪ Industrial activities related extraction beneficiation, storage and transport. ▪ Heavy industrial. ▪ Mining	▪ Must be undertaken in accordance with site-specific design and planning guidelines. ▪ All industrial activities must be regulated and managed in accordance with sustainable standards (e.g. ISO 14001) ▪ Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Central Business District	▪ High intensity, mixed land uses including business, community facilities and social services. ▪ High density residential development.	▪ New developments must be in line with the CBD Precinct Development Plan. ▪ If the CBD Precinct Development Plan has not yet been developed new developments must be in line with the following guidelines: o All developments must contribute to high quality public environment. o Large parking lots adjacent to streets should not be permitted. o Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space. o Land uses on the ground floor of buildings must have an extroverted public façade (e.g. shops, restaurants etc.).

LAND USE ZONE	LAND USE PERMITTED	POLICY GUIDELINES
		o Site layout and building designs must take cognisance of and support public transport, cyclist and pedestrian movement. ▪ Where development applications are inconsistent w ith the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Mixed Use	▪ Business ▪ Offices ▪ Community facilities ▪ High density residential	▪ New developments must be undertaken in line w ith the follow ing design guidelines: o All developments must contribute to high quality public environment. o Large parking lots adjacent to streets should not be permitted. o Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space. o Land uses on the ground floor of buildings must have an extroverted public façade (e.g. shops, restaurants etc.). o Site layout and building designs must take cognisance of and support public transport, cyclist and pedestrian movement. ▪ Where development applications are inconsistent w ith the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Low Density Residential	▪ One dw elling per erf. ▪ Other uses supporting residential areas such as schools, churches and other community facilities.	▪ New developments must be undertaken w ith design guidelines provided in DRD&LR toolkit. ▪ Where development applications are inconsistent w ith the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
New Residential **Extension**	▪ Low and medium-density. ▪ Other uses supporting residential areas such as schools, churches and other community facilities.	▪ New developments must be undertaken w ith design guidelines provided in DRD&LR Toolkit. ▪ Where development applications are inconsistent w ith the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.

Spatial Proposals

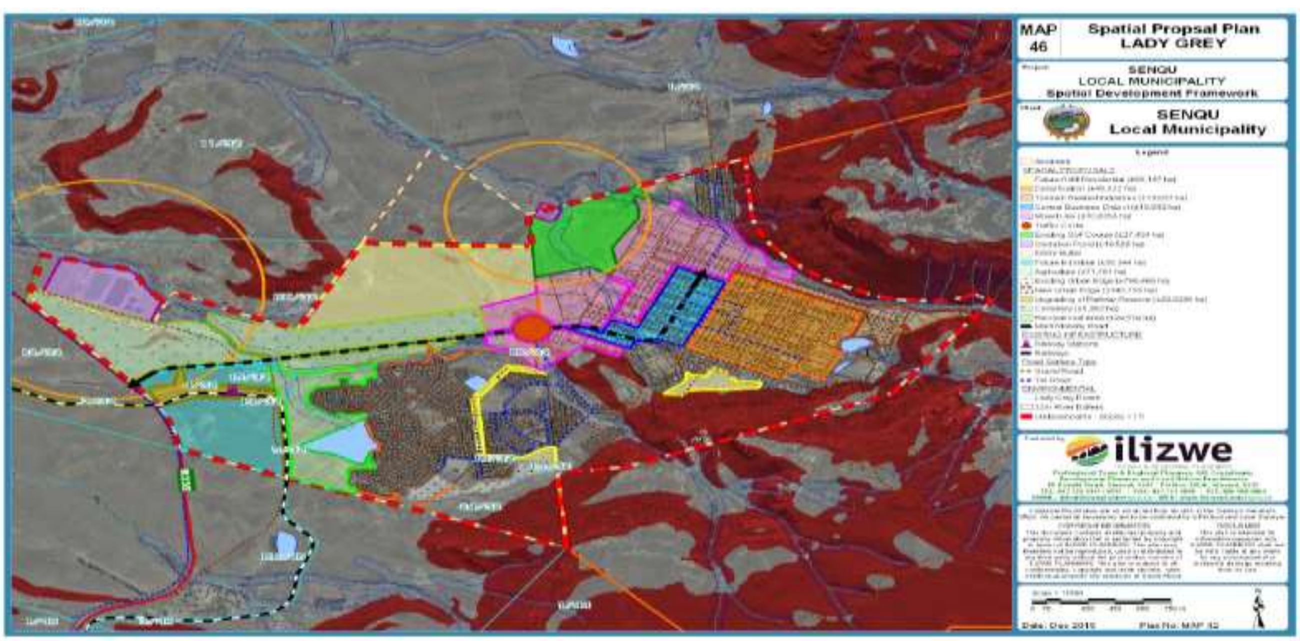
The logic in developing a Spatial Proposals Plan for Lady Grey has been guided by the administrative centre for SLM. In the SDF the following attributes of the town are acknowledged:

- Administrative centre;
- Availability of industrial land;
- Development potential of the river frontage;
- Development potential of existing railway infrastructure;
- Places of historical interest exist. (Heritage sites)
- Potential for tourism, mountain biking, hiking and various other

The land use situation in Lady Grey reflects a typical apartheid fragmented town, with a clear distinction between the former white area in town and the township of Khwezi of town. The spatial logic and SDF plan reflects the following:

- A lot of the land that lies east of Lady Grey is mountainous and steeply sloped thus there is little development that can happen in this area. Most of the land which offers better topography and is more economically feasible to develop is located on the west and north side.
- North of Burnet Street is an area which has been earmarked for future low and medium residential development. A small piece of this land however falls within the 500m buffer area of the oxidation pond.

Map 3: Lady Grey Spatial Proposal Plan



In the next 15-20 years it is foreseen that Lady Grey will grow substantially as it is the administrative centre of the municipality and this role will become more pronounced over in the future. Provision has

been made for densification in the township of Khwezi Naledi and future expansion. The future growth of Lady Grey will also allow the railway station to become more and more of a priority to invest in so that more people choose railway transit as their preferred transport option.

Existing tarred roads are indicated as the blue dotted lines, whereas the gravel roads are indicated as the red dotted lines. The main mobility route is indicated as the black dotted line, this road is the main road allowing access into, through and out of Lady Grey. Mobility or activity streets are also proposed along the main roads in order to promote movement/ trade and improve linkages. This is also dependent on the upgrading and maintenance of Cloete Street which can potentially become an important mobility/activity street in future.

LADY GREY: SPATIAL LOGIC

The spatial logic around Lady Grey has been mainly informed by the existing spatial structure and the foreseen growth over the next five to fifteen years. Lady Grey houses the municipal offices, thus there is opportunity for growth in the administrative sector and government offices in this town.

The following two major nodes have been proposed for Lady Grey:

Transport Node

The first node is a transport node and is located at the intersection of Brummer Street and the access road to Khwezi-Naledi. The potential for long distance transport and economic activity (informal and formal) at this intersection is currently not realised. It has a huge potential to become an open market which sells locally manufactured products, vegetables and fruits. This proposed transport node is located at an ideal locale as it is also near the train station. Although the train station is currently underutilized a Joe Gqabi District Municipality Spatial Development Framework and the Comprehensive Infrastructure Plan both aim to reinvigorate railway transportation and divert investment into upgrading of rail infrastructure for the purpose of passenger commuters, this is also echoed by provincial and national policy documents.

Economic Node

The second proposed node in Lady Grey is an economic node located in the central business district. It is along Brummer Street which is the main road. This node should cater for business uses and other related high order services. Retail stores which receive bulk deliveries via heavy trucks should not be encouraged to operate along this main road, in cases where they already received from back roads or lower order roads and not along the main road as this will cause congestion because of the huge delivery vehicles.

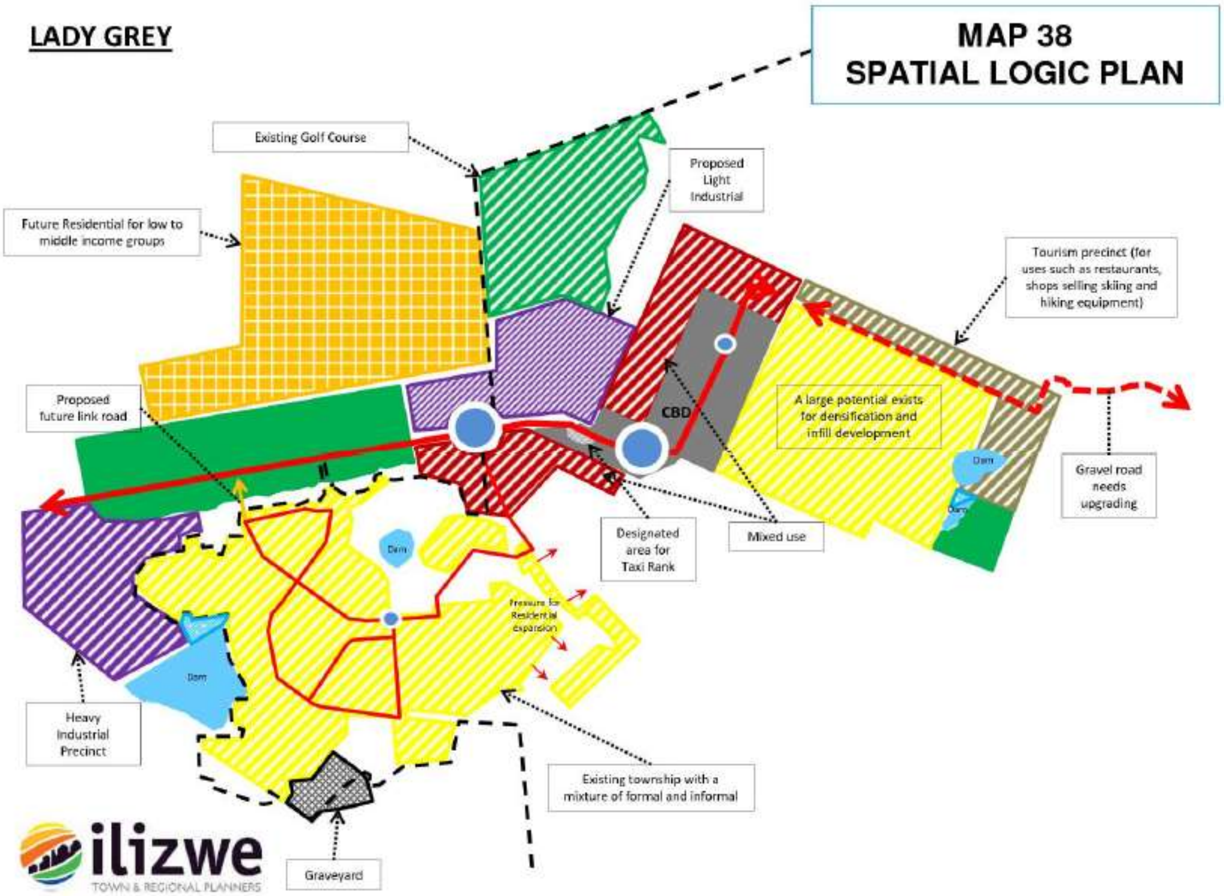
Minor Nodes

Two minor nodes are proposed in Lady Grey:

- The first is at the intersection of Burnet and Cloete Street. This node is to cater for financial services providers such as banks, loan, life insurance and investment related services. Another

aspect of this node is restaurants, bars and hotels, this location will be ideal as it is close to the CBD but also a bit further away from the hustle and bustle associated with the core centre of town.

- The second proposed node is in Kwezi as per the map below



Proposed Land Uses

In the Kwezi-Naledi Township, the eastern suburbs are areas that have a large potential for residential densification. It is proposed that certain areas are densified. This can be done by building block flats which will allow for cheaper accommodation. This will allow for a transport system with more viable routes and will stimulate small local businesses at the minor node and at the transport node.

Mixed use developments are encouraged in the outer CBD. These mixed-use developments may cater for mixed use of apartments on upper levels of buildings and shops at the ground level, hardware stores, offices, retail stores, clothing store etc.

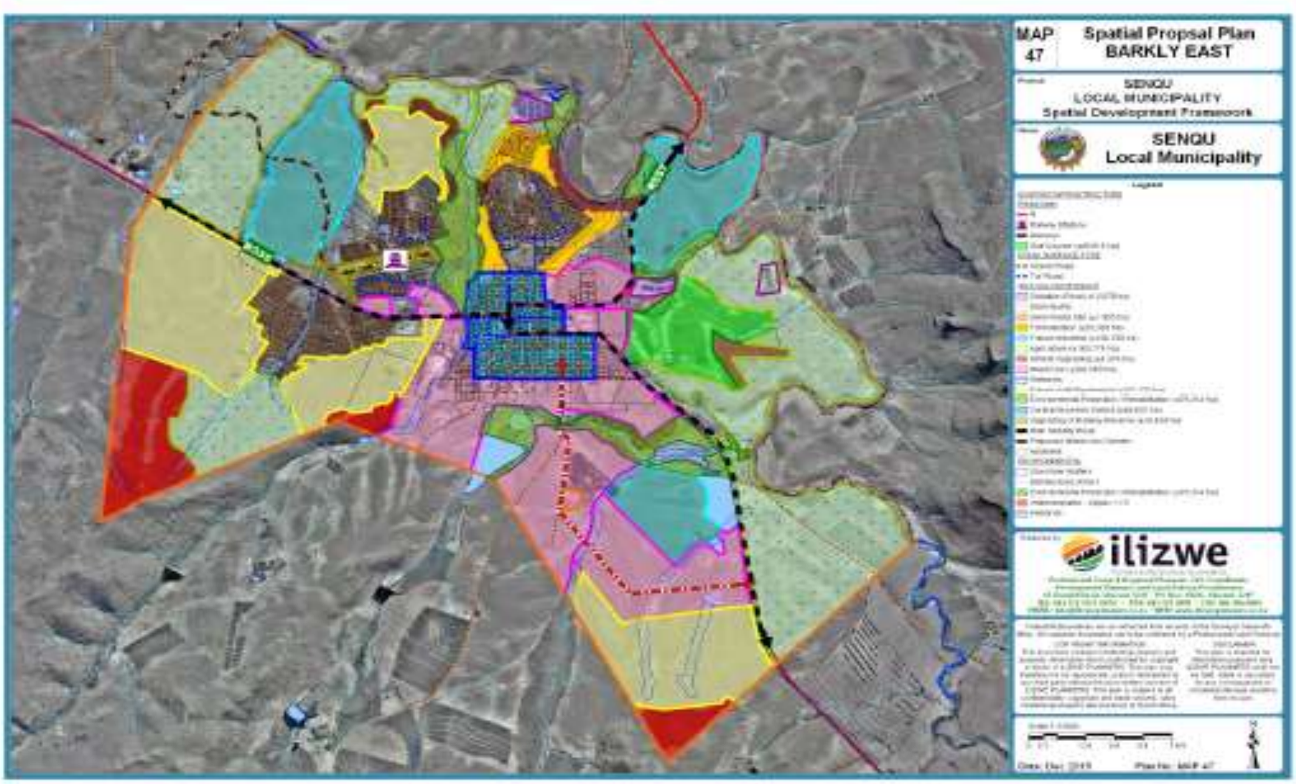
The tourism precinct in the eastern side of the town is strategically located on Cloete Street; this street feeds into the gravel road along Joubert's Pass which is known for its spectacular views, hiking trails, stone bridges

and historic sites. The tourism precinct may be allowed to house shops which sell hiking equipment, sports gear, river rafts, mountain climbing equipment and other outdoor merchandise. Lastly, the JGDM agri-park has been planned for Lady Grey. An ideal location would be at the location to Lady Grey at the Industrial Park.

BARKLY EAST: SPATIAL

In Barkly East the main spatial element which has guided planning and future development have been the three access roads which leave Barkly East in a northerly, southerly and westerly direction. Barkly East has an existing potential for industrial development and agricultural production. This potential can be exploited in an economically beneficial and sustainable manner. Coupled with the fact that Barkly East is also scenic and boasts beautiful scenic routes it has the potential to do well in agribusiness, agro-processing and agri-tourism.

In the plan below, it is proposed that the town have three future industrial precincts, the largest is located along the R58 and through it runs a railway line. This is particularly advantageous because goods can either be transported on the road and in the medium term when the railway lines are being upgraded and become more functional the industrial and agribusiness sector can develop exponentially. Adjacent to the proposed industrial precincts are large tracts of land earmarked for agricultural production and processing. These agricultural precincts should only be utilized to farm crops and organic products and should not be used for farming livestock. Livestock farming can take place outside of the urban area



Proposed residential developments are located in close proximity to the proposed industrial and agricultural precincts. This will allow for the mainly unskilled and semi proximity to their places of work.

BARKLY EAST: SPATIAL LOGIC

The spatial logic of Barkly East has been guided by the calculated assumption that there will be less growth of high order economic services; however more growth is foreseen in the agro agri-business, agritourism and the industrial sector of the towns economy. When compared to Sterkspruit and Lady Grey, Barkly East plays a slightly different role in that it has the potential to become SLM's bread basket and industrial hub.

Industry and Agribusiness

Barkly East has the potential and needs to develop a chain of industries or sectors directly and indirectly involved in the production, transformation and provision of food and fibre consumables. This entails a diverse but also focused array of activities of which most are commonly JGDM towns. These industries will be accommodated within the future industrial precinct shown on the plan below. Barkly East also has a country side feel to it and has the potential to support Agritourism.

Geoparks is a relatively new concept where the original idea of a natural park is extended to also include culture, environment, heritage, and the wellbeing of its residents. UNESCO drives this concept internationally and the JGDM could have the first Geopark in Africa if they decided to follow the recommendation made in its report.

Urban Edge

The urban edge of Barkly East is proposed to stay as it currently is, this is because there is a large potential within the town's boundaries to densify residential development and there is room to upscale the industrial activities which are currently in existence in this town. Barkly East has vast farmlands which have the potential to produce crops as well as farm livestock, especially cattle and sheep. The commonages need to be managed well in order to make maximum use of the available land within the town's allotment area.

Linkages and Access

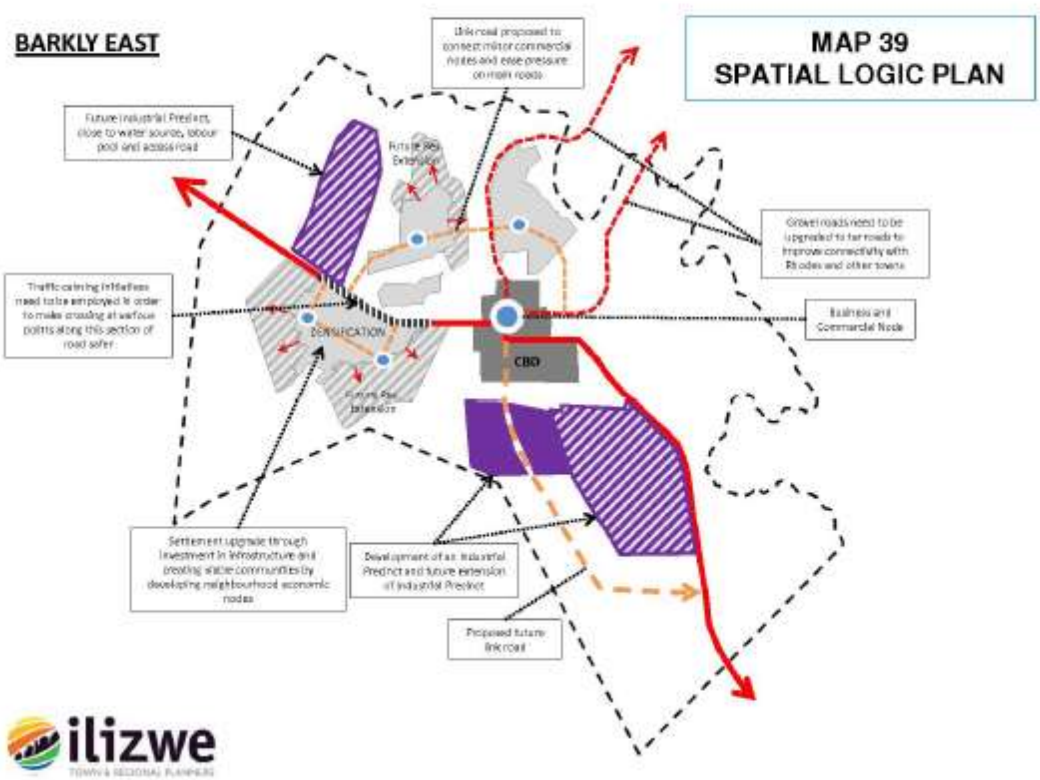
The main access routes into and through Barkly East are the R58 and R396. The R396 however is a gravel road which needs to be upgraded to a tar road in order to improve connectivity between Barkly East and Rhodes.

Proposed loop roads are represented on the plan by the orange dotted lines, these proposed roads will take the pressure off the main roads as this town grows. A major link road is proposed to run from the CBD through the proposed industrial precinct and will join onto the R58. This proposed road will allow for goods vehicles,

trucks, tractors and other heavy vehicles to access the without causing congestion on the main roads in and out of Barkly East.

Other spatial development features that need to be noted include:

- Public open space identified areas are to be upgraded
- There is intensive small-scale agriculture that should be retained
- Neighbourhood Nodes are earmarked for upgrading and development
- There is a buffer zone around the dam area (open space corridor)
- A mobility street that provides linkages through the settlement



STERKSPRUIT: SPATIAL

The spatial proposals suggested in the plan below are respondent to the spatial issues which have been identified. The Spatial Proposals Plan has been moulded and guided by the following structuring elements:

- The Sterkspruit River
- The major roads
- The current spatial

Environmental Rehabilitation

It is proposed that in order to rehabilitate the Sterkspruit River there needs to be a radical change in land use in certain areas which are close to the river. It is proposed that in areas is indicated on the plan, that this land be used in a manner that will not cause pollution of the river.

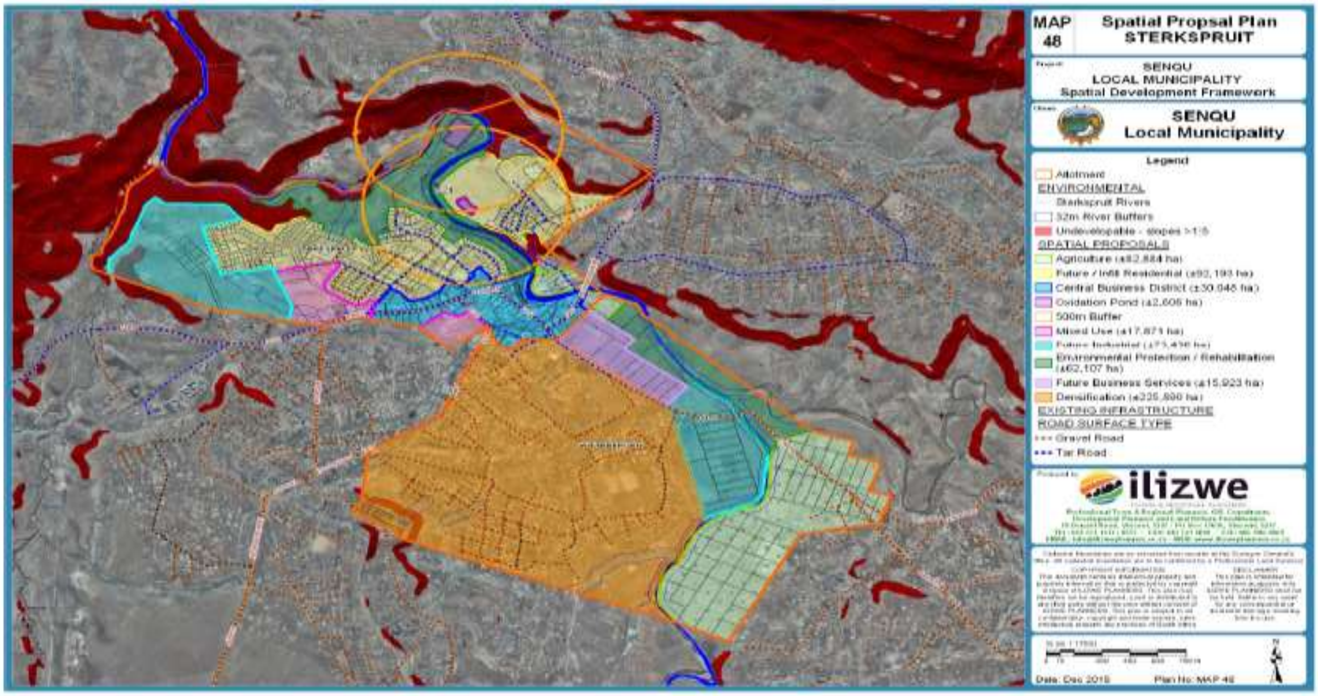
Planting of trees, creating park areas, boardwalks etc. can be built or encouraged in such areas in order to promote the protection of the environment. These areas can also be used to host events, indabas and expo's which promote sustainability, green living, renewable energy etc. The environmental rehabilitation areas are in close proximity to the oxidation ponds and some of the area in which they fall within is the 500m buffer where no residential developments are encouraged. The rehabilitation areas also help to act as a buffer around the oxidation ponds.

Agriculture

Agriculture is a very important part of the rural economy and thus needs to be accommodated and promoted within the spatial extent of the town. The majority of land earmarked for agricultural purposes is located in the south eastern corner of the plan and was previously land set aside as quitrents. This agricultural precinct can develop into a packaging and processing plant as well.

Future Residential/ Infill Development

Sterkspruit has a large number of settlements around it, however the densities are lower than one would expect. In order to curb urban sprawl and fragmentation it is important for the municipality to develop a densification strategy for Sterkspruit as well as the surrounding settlements. A densification strategy can include but is not limited to the adoption of different and developing housing typologies, this can range from semi-detached housing to block flats in some areas.



Industrial Precincts

There are two industrial precincts that have been proposed, the first is an existing proposal from the previous SDF and a new one is proposed to the south east of the plan. The new proposed precinct is situated close to the agricultural precinct and along the main road, which is to be upgraded into a tar road in the future. This will allow for fresh agricultural product to be processed, packaged and made ready for shipping.

Future Offices and Business Services

Sterkspruit Plaza is a mall located on the main road; this mall has had the catalytic effect of drawing more and more investment into the eastern parts. In the years to come even more investment is foreseen in this direction. This is why it has been proposed that an area of land be set aside for the accommodation of business and financial services uses, as well as offices for professional services.

Mixed Use Development Clusters

Mixed use development precincts are proposed along the main road (R392). These mixed-use clusters can accommodate retails shops, clothing stations, small scale manufacturers etc. The mixed-use clusters extend all the way through the town and join the major mixed-use activity corridor proposed between Sterkspruit and Herschel.

STERKSPRUIT: SPATIAL LOGIC

The spatial logic which has informed the development of the plan below has been mainly the fact that Sterkspruit is the economic hub of SLM. Sterkspruit also has to accommodate a large amount of people from the surrounding rural and peri urban settlements which come to buy goods and services in the town. Hence, a great deal of thought has and still needs to go into the movement system in and around Sterkspruit with regard to pedestrian and vehicular traffic.

The following spatial trends and issue

- The historical legacy has left a glaring scar in the spatial structure of Sterkspruit: it is clearly obvious that no planning was done in the early development of this town in comparison to Lady Grey and Barkly East, which are traditionally so called white towns
- A lack of middle income housing in general, but also a lack in the variety of available housing;
- Infill planning and development is possible within the allotment area;
- There is opportunity for extension of the CBD and a
- There are limited business land uses;
- There is a lack of agro industry as well as other industries/manufacturing considering the Sterkspruit River water source as well as proximity to labour and the existing road network
- Absence of a coherent spatial structure to the location of public facilities.
- Lack of access roads into the informal settlements hindering access for ambulances, fire engines, police cars and refuse trucks;
- There is a range of land uses within the allotments with the municipal commonage being the largest land use followed by residential land uses;
- Accessibility and movement is adequate for the most part but traffic and pedestrian congestion on the main roads becomes very problematic during peak hour and on certain days of the month;

Existing Traffic Issues

The traffic congestion situation in Sterkspruit needs urgent attention. Currently the CBD of Sterkspruit, as depicted below, becomes very congested during peak traffic hours. Traffic moves very slowly along the main road, below is a list of some reasons why traffic becomes congested:

- A large number of pedestrians who use the road’s shoulder and not the sidewalk.
- Haphazard development of the taxi rank and the lack of co
- No dedicated turning lanes at the traffic lights on the R392.
- Vehicular and pedestrian conflicts due to:
    - Pedestrians within the roadway. Some pedestrians still choose to walk on the roadway as opposed to the newly revamped sidewalks.
    - Roadway easier to push trollies on as opposed to the sidewalk.

- Frustrated motorists that have experienced excessive delays due to the traffic congestion do not want to wait for crossing pedestrians.
- Hawkers use up much of the area dedicated to the movement of pedestrians

- Limitations in the detailed planning/designs of the town, including:

  • The physical barrier created between the settlements south of the Sterkspruit River and the surrounding settlements to the north movements.

  • A lack of detailed short, medium and long-term solutions to address the traffic situation in the CBD and surroundings.

Development Trends

Sterkspruit is the economic hub of SLM and thus needs to provide more opportunities for people to gain meaningful employment within this town. Sterkspruit also caters for a lot of people coming from smaller towns who can only access certain goods and services here. Thus, the future development of Sterkspruit needs to be along the lines of meeting the needs of consumers whilst at the same time providing economic opportunities for the locals to gain employment and creating a conducive environment for doing business.

Spatial provision has been made for the future expansion of the CBD further south of the current CBD, as indicated on the plan. Provision has also been made to the east of Sterkspruit Plaza to accommodate retail, offices, banking services and other related land uses. Further down the main road, onto the gravel road is an area which is currently underutilised and has the potential to becoming economically productive land, it is thus proposed that the gravel road be upgraded to tar and mixed-use precinct be developed in order to encourage more businesses to invest in the local economy. Immediately adjacent to the mixed-use precinct is the proposed industrial precinct. The industrial precinct is relatively close to a number of residential settlements which will
supply a labour pool and provide people with job opportunities within close residence.

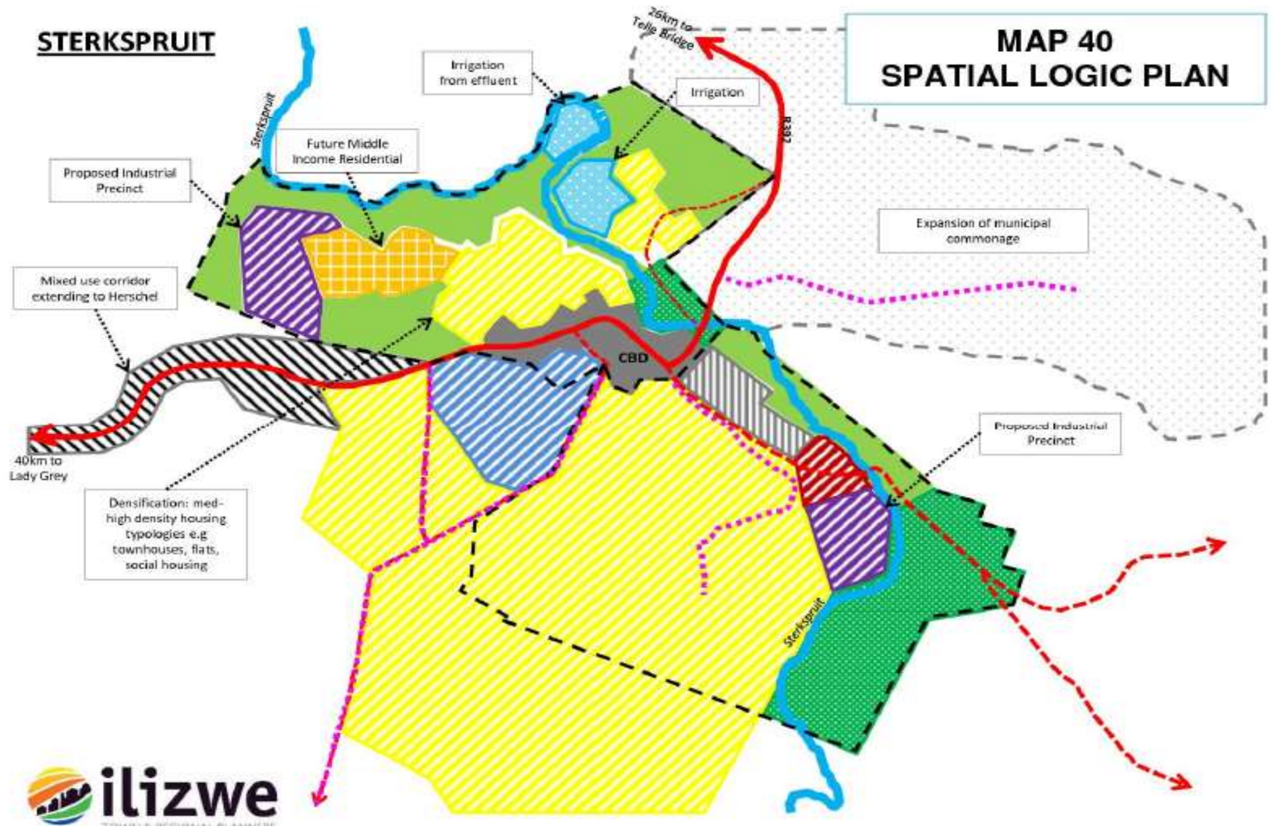
As per the plan below as well as the previous SDF, land has been allocated for industrial purposes. This land is currently being unlawfully invaded by people and structures have already started being built. The municipality needs to work speedily to address this issue before it spirals out of control.

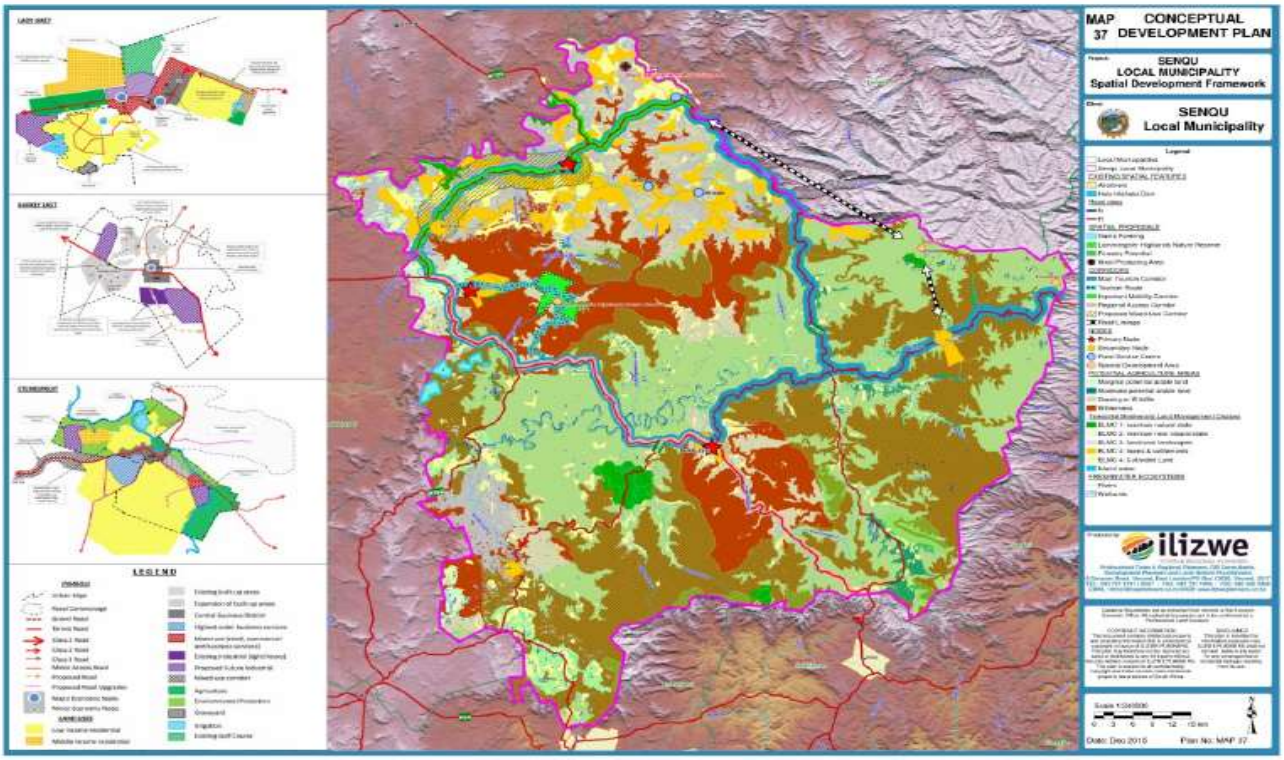
Residential Development

The land grabs which took place in Sterkspruit have had a detrimental effect on the settlement planning process which had already taken place. The situation needs to be dealt with speedily and efficiently as this land is ideal for the development of mixed income housing. As per the plan below and the previous SDF there has been land which has been earmarked for middle income as well as low-income housing.

Mixed Use Corridor/ Activity Spine

A mixed-use corridor is proposed between Sterkspruit and Herschel with a focus on reinforcing and supporting the current nodes and the linear development between them. Such linear development should allow for land use and transportation to support each other and improve the efficiency of the public transport system and the infrastructure network. This corridor will also allow for many of the settlements along the R392 to have access to retail services without having to travel to the Sterkspruit CBD. The corridor will not only ease the pressure of pedestrian and traffic congestion but it will also allow for employment opportunities for those who live along this route. This proposed corridor beautifully encompasses the principles of nodes and corridors talked about in many spatial planning policies.





Human Settlement

The housing backlog in the Senqu municipality is determined as 10 761 with 1 752 in the urban area and 9009 in the rural area (Housing Sector Plan HSP 2013). The plan is in the process of being reviewed. There are no military veterans on the Department 's database for Senqu. The quantified housing demand is based on information from the 2001 Census, 2007 Household survey and DWA Structure count and can be summarised as follows:

Table 43 Housing demand

Rural	Social & Rental	Informal Settlements	Child headed households
8340	381	1 641 (3200)	566

Source: StatsSA, 2007

To deal with the housing challenge, the Department has implemented the following projects:

- Sterkspruit 4000 units
- Barkly East 298

The table above does represent a true picture of the informal settlements in the area. (HSP 2013). The number of child headed households from the 2007 census is probably overstated but it is a good indication. The housing section of DTPS maintains a housing demand schedule based on information received from Ward councillors.

Census 2011 indicates that 70 % of households live in a formal dwelling and 68.5 % own their own dwelling.

Table 44: Formal and Informal dwellings

% Formal Dwellings		% H/Holds Owned	
2001	2011	2001	2011
71	70.2	68.2	68.5

Source: StatsSA, 2011

Table 45: Types of main dwelling

	Formal dwellings			Informal dwellings			Traditional dwellings		
Municipality	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	38962	50714	58957	4261	5940	4150	27224	28029	33987
Senqu	**17245**	**24053**	**26718**	**1441**	**1498**	**1920**	**9063**	**8323**	**9066**
EC Total	620970	762575	1065849	145038	166423	130405	522647	549204	476314

Source: StatsSA, 2011

The majority of residents live in formal dwellings whilst the amount living in traditional dwellings remains constant. There has however been a growth in informal dwellings.

Table 46: Type of ownership

	Owned and paid off		Owned but not paid off		Rented		Tenure status	
Municipality	**2001**	**2011**	**2001**	**2011**	**2001**	**2011**	**2001**	**2011**
Joe Gqabi	4245	54987	7181	4980	8364	11533	26875	18751
Elundini	17173	21604	1381	1828	2012	3413	12643	7587
Senqu	**19917**	**24256**	**3205**	**1803**	**1932**	**2980**	**8850**	**6267**
Maletswai	2306	4696	1247	685	2633	2779	3302	2954
Gariep	3020	4431	1349	654	1787	2361	2080	1942
EC Total	690880	855042	15560	151103	178540	252216	456614	328732

Source: Statsaa, 2011

The Municipality does not have a land GIS but this will be done by the Town Planner. All services available on land (erven) are held by the Finance department. The social viability and amenities of settlements is determined by the Department of Human Settlement in conjunction with the Municipality as settlement plans are drawn up per settlement as the municipality only acts as an agent. There are no blocked projects in Senqu.

Land Tenure & Demand for Land

Senqu Municipality consists of both communal and individually owned tenure land in the former Transkei situated around Herschel and Sterkspruit. The land tenure in the former homeland area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTO's.

The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland. 1712 ha is under communal tenure and 5000 under commercial farmland (JGDM ABP 2010). The major challenges experienced in the area are land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel, people are invading land and building informal settlements in order to move closer to urban amenities or receive RDP housing.

The area-based plan of JGDM 2010 states that the need for land for arable land and grazing has decreased in rural areas and changed to a need for land for residential sites. The main issues in rural areas are farm workers looking for security of tenure, clarification of land tenure in communal areas, certainty of land rights where they overlap and lastly the firm establishment of women's rights. In urban areas, the need is for residential sites and services, upgrading of informal settlements and tenure security (JGDM ABP, 2010).

The SDF has identified land in all towns for future housing developments. A land audit has been undertaken by the housing Unit which is 90% credible.

Land Redistribution

Land in South Africa is being redistributed through PLAS (Proactive Land Acquisition Strategy). This means that the state proactively looks for suitable agricultural land, buys it and then leases it to identified beneficiaries for a few years until it is satisfied that they can run the land effectively. In order to meet the land redistribution target of 30 %; 166 000 ha will need to be redistributed at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010). However, the ABP clearly states that an emerging farmer will only succeed if the farm concerned contains both mountain and low-lying ground. This means that the farms to be redistributed should be carefully sourced in Senqu.

In addition, the Department must look at the variety of land needs and tenure and formulate appropriate responses, The ABP advocates redistribution occurring along the R 58 and tenure reform around the R 392 where there are immense struggles created by overlapping land rights. This affects development in the area as much time is spent trying to ascertain who owns the land rights. An example of this is the housing project in Herschel where the project was delayed due to land right disputes.

Land Invasions & Administration

Land invasions are becoming increasingly prevalent especially in Sterkspruit and Herschel. The municipality is in the process of updating its current land bylaws and serving notice on all land invaders. Signs warning against land invasion have been erected. In addition, the municipality has taken persons to court over land invasions and fenced off areas of potential invasions. Municipal outreaches and roadshows have constantly outlined the problems created by land invasions and warned residents against it. The Municipality has also held many meetings with traditional leaders around land issues and is utilising the NDPG funding to consolidate settlements around Sterkspruit to ensure that communities can receive tittle deeds.

Migration

About 84 % of people in Senqu had lived in the same dwelling for at least 5 years before the 2007 Survey. Almost 5 % had moved into their dwelling in the previous 5 years (HSP 2011). Most of those who had moved, moved from another location in the Eastern Cape province. About 627 people moved from Gauteng to Senqu and 205 moved from the North-West Province. 175 of the people moving into Senqu came from outside of South Africa. The municipality has no migration plan in place and does not feel that it is a necessity due to the limited number of migration and informal settlements. The current housing delivery is meeting the demand.

Settlement Type

Almost 80 % of residents live in tribal settlements and 6.2 % on farms. Just over 10 % live in urban settlements and 3.7 5 in informal settlements (StatsSa, 2011). 14.3 % live in urban areas and 85.7 % in non-urban areas (Statsaa, 2011). The table 30 below from the 2013 Housing plan indicates how households are divided.

Table 46: Settlement types

Dwelling	Dwelling type		Av. no of rooms	Av no of people
	Count	Col N %	Mean	Mean
House or brick structure on a separate stand or yard	21 381	60.9%	3.8	4.0
Traditional dwelling	10 783	30.7 %	2.3	3.7
Flat in a block	948	2.7 %	2.9	2.4
Town house	129	0.4 %	3.5	2.0
Flat in back yard	0	0 %	-	-
Informal dwelling in backyard	410	1.2 %	2.1	3.3

Informal dw elling not in backyard	1 231	3.5 %	1.3	2.6
Room/flat let on shared property	34	0.1 %	5.0	2.0
Caravan or tent	41	0.1 %	4.0	5.0
Private ship or boat	0	0%	-	-
Worker hostel	65	2 %	1.0	5.0
Other	33	2 %	4.4	6.5
Total	35 105	100 %	3.2	3.8

Source: Senqu Housing Plan 2013

Informal Settlements

There is only 1 informal settlement in Nkululeko in Barkly East as in general shacks are primarily based in back yards.

There are approximately 280 informal settlement structures in Barkly East, 20 in Rhodes and none in Rossouw. There are approximately 2 900 functionally urban rural settlement households on the outskirts of Sterkspruit (HSP 2013). The majority of houses in the area are of bricks with just over 2000 informal structures. Ward 15 has the highest number of informal structures of 332. This is a mainly rural ward set in a commercial farming area apart from the township of Nkuleko in Barkly East. This is followed by Ward 16 with 261. Ward 16 consists of Barkly East then Ward 14 with 163 in Lady Grey (Statsaa, 2011).

Capacity to manage housing delivery

The Municipality does not have an accredited housing department. In terms of the Standard Charter of Accounts (SCOA) the Municipality has absorbed the staff into the directorate Development & Town Planning Services It is looking at accreditation and in the meantime the Municipality will play its role in managing housing beneficiaries as well as identifying and allocating land and prioritising municipal services for identified areas.

Land Potential & Constraints

It is envisaged that preliminary and detailed feasibility assessment of both land and infrastructure potential will in future form part of the project readiness assessment before capital funding is allocated. With further review and refinement of the HSP, information should be acquired to enable yield calculations on strategic land parcels.

The procedures for accessing communal land for future development are guided by the Interim Protection of Informal Land Rights Act. Once a community resolution has been obtained, it is the responsibility of the Department of rural Development and Land Reform to issue formal authorisation for the release/ transfer of land. These processes are both time consuming and costly with many examples of the process never reaching a conclusion. The normal willing buyer/willing seller or alternatively expropriation procedures (with compensation) apply when accessing privately owned land for settlement development or municipal commonage purposes.

Analysis of Housing Need

The housing backlog is based on that of the CSIR IDEA 2000 concept based on the 1996 census. This is seen as the most accurate of the housing backlog. The housing backlog is determined as 10 761 with 1 752 in the urban areas and 9009 in the rural area (HSP 2013:31).

Table 47: Housing needs

INSTRUMENTS	**OUTCOME & TARGETS**			**OTHER**
	Rural	**Social & Rental**	**Informal Settlements**	**Child Headed H/Holds**
TOTAL	8 340	381	1 641 (3 200)	566
Rural Housing				
Social & Rental				
Incremental				
Financial				

Source: HSP 2013

Around 10 771 households in Senqu presently live within rural, rental or informal structures and earn below R 6 400 per month per household. It is realistic to assume that this represents an indication of the number of households that are eligible form an income perspective for a housing grant. Of the above total of 10 7771 households, 10 287 earn below R 3 200 per month, which makes them eligible for the full subsidy amount.

Over 60 % reside in brick structures which indicates that urbanisation is occurring and that towns are providing a space for temporary residents which is indicated by the growing number of rental accommodation. The presence of 381 households residing in informal flats and backrooms indicates a clear demand for rental accommodation in urban areas. The 1 272 households residing in informal settlements clearly indicates a demand for informal settlement upgrade or rental housing. The rural settlements around Sterkspruit have shown significant densification due to influx into the urban area with large numbers of informal structures being erected. It is estimated that approximately 2 900 structures require formalisation. There are currently 566 child headed households (Senqu HSP, 2013:37).

Land Requirements for Future Development

Existing rural settlements are not requiring more land. Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas with good success to existing social and infrastructure facilities and services. Feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements. The alternatives for responding to the needs of child headed households needs to be considered before the need can be determined.

Parcels of land for future housing needs have been identified around the towns of Sterkspruit, Barkly East and Lady Grey. The land identified in Sterkspruit is near the ESKOM development and near the area identified for light industry. Unfortunately, the area has been invaded and a court interdict provides against any future development until the dispute is resolved. The area is not serviced with any infrastructure apart from Rhodes.

In Barkly East, an area of the commonage near the old rehabilitated solid waste site has been identified for future development as well as land near the entrance of town. The land is not serviced. In Lady Grey, the area near Kwezi-Naledi has been identified for development. The areas are at the back of the current township and is not yet serviced.

Challenges

- **Demand for land.** There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit yet no land is demarcated and available for future development in these areas. The available sites are not serviced. In addition, much of the land for development falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries.
- **Land invasions.** Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town
- **Beneficiaries**. On completion of projects many houses can 't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will, create problems as the municipality then has to decide which family member is entitled to the house. In addition, some persons fraudulently receive RDP houses to which they are not entitled too.
- **Vandalism.** Many RDP houses are vandalised before the project is complete
- **Shoddy workmanship**. Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses have to be rectified
- **No integration of settlements**. Housing developments are planned without future growth in mind like schools, clinics and churches
- **Refection of illegal shelters**. House owners continue to build squatter shacks in their back yards.

- **Illegal usage of RDP houses**. Many house owners illegally rent their houses out or sell them which results in the growth of many spasa shops.
- **No fencing provided for houses**. RDP houses do not cater for fencing with the result that roadside fences get stolen for this purpose.
- **Overlapping land rights** create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to a 4-year land claim dispute.
- **Unfiled building plans.** Land owners just build according to their wants without consulting the municipality
- **Disaster Houses.** The municipality is not responsible for disaster but finds that many of the reported structures do not get fixed by the Department.

Interventions

By law enforcement. The municipality is in the process of restructuring some bylaws to prevent land invasions and the building of illegal structures without building permission.
Densification. The municipality is working with service providers to densify Sterkspruit by amalgamating it with the surrounding villages and increasing the current municipal boundaries. This will take some time as the land belongs to traditional authorities.
Private partnerships whereby developers buy land parcels to survey and develop it for middle income buyers.

Projects

The Departments overall project list reflects the following projects for Senqu Municipality.

Table 48: Housing Projects delivered

Description	Subsidies	Approval date
Herschel- Orangefontein	200	29 Sept 1995
Barkly East	511	1 August 1997
Lady Grey – PHP	1000	20 Feb 2001
Herschel R/land Phase 2	7000	30 November 2001
Lady Grey Hillside	608	29 July 2004
Lady Grey Existing Houses	50	26 April 2007
Lady Grey Hillside	397	27 June 2008
Barkly East	802	13 July 2009
Rhodes rectification	25	13 July 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009

Lady Grey Edgar	194	28 August 2009
Barkly East	802	30 September 2010
Rhodes	250	15 July 2011

Table 49: Future Projects

Project Type	**Project Name**	**No of units**	**Budget**	**Implementing Agent**
Integrated Residential Development Programme	Sterkspruit	4 000	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit Mid-Income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit rental stock	500	ECDOHS	ECDOHS
Community Residential Unit	CRU Pilot		ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East mid-income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East rental stock	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East	298	ECDOHS	ECDOHS

Source: Senqu HSP 2013

Health Services

Current Situation

Senqu Health Sub-District consists of 4 hospitals (Cloete Joubert in Barkly East, Lady Grey Hospital, Mlamli and Empilisweni in Sterkspruit), 20 fixed clinics,1 Satellite clinic, 8 Mobile clinics, 5 health posts and 2 community-based services in Sterkspruit and 1 in Barkly East serving all the farms at Senqu. A nurses training college Lilitha was opened at the Empilisweni Hospital in Sterkspruit in 2014. A large number of people in Senqu remain without access to healthcare, as there are few mobile services in the areas of Sterkspruit due to the dilapidated state of the road infrastructure. The Rossouw area is currently served by the mobile clinic of the NGO- Donald Woods Foundation which has a contract with the Department of Health. The Donald Woods Foundation provides much of the necessary health care and primary health care information for farm workers in the Barkly East area. It is hoped that this agreement will continue.

In Ward 2 the application for construction of a new clinic is in the priority list at head office because the clinic is too dilapidated for renovations. Dental services are available at Empilisweni Hospital. Applications have been submitted for construction of new clinics at Ndofela, Esilindini, Khiba villages and the renovation of clinics:

Musong, Pelandaba, Herschel and Esilindini.

Challenges

- **Poor infrastructure** – The road to Mlamli – a major hospital is in a very bad condition. Poor maintained gravel roads, lack of or limited water, sanitation, electricity and communication systems, poorly maintained health care buildings, health care equipment and nurse accommodation frustrate health delivery
- **Inadequate budget**
- **Inability to attract and retain** health professional staff. There are a high number of staff vacancies
- **Inadequate Mobile and emergency services**. There are not enough ambulances to serve the whole area.
- **No 24-hour PHC facilities**
- **Poor quality of service delivery –** long queues and demotivated, overworked and uncaring staff - drugs and essential clinic supplies not available
- **No Road signs to clinics**

Interventions

- **Committed** Professional staff
- **Good community participation** structures do exist
- **Good policies and procedures** around health care
- **Introduction of VCT, PMTCT and ART services** is occurring across the municipality

Telecommunications

Current Situation

Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that cannot access these facilities because they can’t receive signals behind the mountains. From the table below, it can be seen that the majority of residents utilise cell phones rather than fixed lines which means that they rely on good network coverage. Computer and internet usage is on the increase mainly due to the new smart cell phones which include internet and computer technology.

Interventions

The Municipality has written to Sentech, all the cell phone companies and the SABC to ask for more radio, TV and cell phone towers to be built in these areas. The reception in Rhodes has been improved with the installation of a new tower.

Table 50: H/H with a radio, TV, computer, cell phone, landline and internet

Municipality	Radio		TV		Computer		Cell phone		Landline		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Joe Gqabi	53004	58123	20735	52161	1472	6060	12525	77949	6034	4132	17594
Elundini	20642	21328	4229	14424	187	1301	3939	29466	886	745	5252
Senqu	20289	22158	7486	21351	392	1721	4743	31167	1277	931	6822
Maletsw ai	6421	8127	4705	9070	517	1825	2352	9810	1848	1181	3481
Gariep	5652	6510	4315	7316	376	1213	1491	7505	2023	1274	2039
EC Total	952523	1031168	577346	1066990	60065	200664	317980	138209	232800	165434	406738

Source: Statsaa, 2011

Community Facilities

Sport and Recreation Facilities

Current Situation

The Municipality has no proper sport and recreation facilities except those located in the main towns. However, some sports fields are being built in rural areas like Kwa Gcina and Zava. Lady Grey, Sterkspruit and Barkly East have facilities that have been built and one in Sterkspruit (Patrick Shibane was renovated in 2013/14 as well as the facility in Barkly East as they suffered from vandalism). With the high percentage of youth in the population make-up it is essential to provide sports and recreation facilities.

Interventions

The Municipality has put in floodlights in Lady Grey and is also engaged in a programme funded by the German government which promotes sportsfield development in rural areas. In addition, the allocated 15 % of MIG funds will be utilised for building more rural sports fields. Barkly East and Sterkspruit facilities were renovated and upgraded.

Indoor Community Recreational Facilities

Current Situation

An indoor community recreational facility has been built in each ward. The Municipality has prioritised the renovation of all existing facilities so that they all have the same standard. These facilities are important for social cohesion as they are used for community meetings, to house indoor sports like badminton as well as being utilised for arts and cultural events like dancing.

Communities would like more of these facilities and pay points to be built. There is a Thusong Centre, formerly known as MPCC, located in Sterkspruit that houses various government departments. In addition, the facilities will now include a Councillors Office in order to improve governance.

Table 51: Community facilities audit

Ward	Indoor community recreational facility	Condition
1	Ndofela	Good
2	Storomo	Good
3	Makalakeng	Good built 2013/14
4	Makumsha	Good needs ceiling and door fixed
5	Rossouw Hillside Phelendaba	Rossouw was renovated but needs water. Good needs ceiling and electricity Good
6	Majuba Musong	Good Good
7	Thaba Lesoba	Good needs ceiling
8	Mokhesi	Good. Needs painting and cleaning of fire damage
9	Ngquba	Good. Built in 2015/16
10	Bunga Hall Tienbank	The Bunga Hall was renovated in 2013/14. The current facility is no longer adequate and requires rebuilding. Tienbank is good.
11	Bluegums	Good needs electricity and ceiling
12	Magadla	Good. Built in 2015/16
13	Molweni Bantwana – Herschel Zava	Require water but renovated in 2013/14 Good but needs ceiling
14	Transwilger Lady Grey Kwezi Naledi	Transwilger has been renovated in 2916/17. Lady Grey hall is inadequate and requires renovating. Kwezi Naledi needs a ceiling

15	Nkululeko Rhodes	Nkululeko is in good condition and the new hall in Rhodes was handed over in June 2013 but has no electricity.
16	Barkly East Town Hall Fairview	The hall is in the process of renovation The hall requires renovation
17	Voyizana Sunduza	Good but requires ceiling Needs repairing
SPORTSFIELDS		
14	Lady Grey stadium	Good but needs some maintenance
16	Barkly East stadium	Good just completed renovating
10	Patrick Shibane	Just completed renovations
2	Kwa-Gcina sports fields	Good
13	Zava Sportsfields	Good
LIBRARIES		
16	Barkly East	Need some repair
14	Lady Grey	Good
13	Herschel	Good. Needs electricity
10	Sterkspruit	Good built 2014/15

Source: Senqu Community Services 2017

Interventions

The Municipality is busy ascertaining where sports facilities have to be built in the newly demarcated wards so as to have centrally located sports fields. The 15 % of MIG funding for sports facilities has been set aside to build more indoor recreational facilities and sports fields.

Libraries

Current Situation

There are libraries in Lady Grey, Barkly East and Sterkspruit and satellite libraries in Rhodes and Rossouw. A librarian is needed in Rhodes. The municipality runs this service as an agency function for the Department of Sports, Arts and Recreation. More funding is however required for this service to fulfil the demand of school and university learners. A new library has been opened in Sterkspruit as the old facility was too small. The Herschel facility was opened in 2013 but still requires water and electricity.

Safe & Secure Environment

Current Situation

The Municipality is promoting the use and development of community police forums to solve crime in rural areas. The use of drugs is increasing in these areas according to community forums. The Integrated Community Safety Forum was revived but has however become defunct and the new Council must elect a new Councillor to revive and lead the forum. The municipality does however participate in the CPF's.

Interventions

The SAPS have been approached regarding the high levels of crime and they are looking into the possibility of increasing the number of satellite stations in the area.

Waste Management

Current Situation

Senqu Municipality have two (2) registered /licenced landfill sites in Lady Grey & Barkly East. Sterkspruit is licenced for closure. The Municipality is currently busy with an EIA for Rhodes & Rossouw as they are currently operating as illegal dumping sites. Herschel is also undergoing an EIA as there is no current landfill.

Refuse removal is only operated in Barkly East, Sterkspruit, Rhodes and Lady Grey on a weekly basis. Only 11.2 % of households were served in 2007 and the percentage of serviced households increased from 17.2% in 2001 to 22.6 % in 2007 (Statsaa, 2007). The situation has not improved much as shown in the 2011 statistics below. This is due to the lack of machinery and staff even though improvements have occurred in both. In fact, statistics show that only 4807 households are serviced on a weekly basis. It is planned that there should be a refuse transfer centre in all rural areas so that the service can be expanded to urban areas.

Table 52: Refuse removal

Municipality	Local authority			Communal/own refuse			No rubbish disposal		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14683	19750	28226	40458	49457	54991	14584	15628	13382
Elundini	2699	3664	5194	17337	21312	25044	8850	8232	7048
Senqu	2392	3817	4918	19778	24256	26985	5391	5831	5698
Maletswai (WS)	5147	6509	10194	1587	1832	1355	167	1148	454
Gariep (WS)	4444	5760	7919	1758	2057	1627	175	418	182
EC Total	473774	583307	733472	524656	648410	732060	283375	249923	190156

Source: Statsaa: 2011

The households in Barkly East produce 4508 kg a day and 137 T a month as opposed to 9 T in Herschel, 9 t in Rhodes, 3 t in Rossouw and 101 T in Lady Grey. 2147 households are served in Barkly East, 149 in Herschel, 1591 in Lady Grey,144 in Rhodes, 57 in Rossouw and 539 in Sterkspruit (IWMP 2013).

The Municipality is struggling to meet all the legislation pertaining to the management of waste sites. Sterkspruit is an unlicensed site which has no access control, is unfenced with waste remaining uncovered and burnt. Lady Grey site is licenced and classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell. The Barkly East site is classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell but is fenced with no access control (IWMP, 2013). In Rhodes, the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. The waste is incinerated and disposed in a cell. In Rossouw the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. Burning of waste occurs on site and it is situated next to the Wasbank River. Herschel has no landfill site and Terreco Environmental CC have been appointed to undertake the EIA process for the development of a landfill site (IWMP,2013). Medical waste for the 4 hospitals and 14 clinics is collected by a company called Compass Waste organised by the Department of Health.

The Sterkspruit waste site is reaching the end of its life cycle and the municipality has identified a site in the nearby village of Silindini. The land has been expropriated but the community prevented an EIA from being undertaken as they don't want the land to be used as a waste site.

Challenges

- **Permitted sites**. Lady Grey and Barkly East are currently the only permitted sites. Funding has been procured for the building of new sites in Barkly East, Sterkspruit, Hershel, Rossouw and Rhodes whilst upgrades will be done to Lady Grey and Barkly East sites and the old Sterkspruit site will be closed as per environmental legislation

- **Contravention of the Occupational Health and Safety Act**. This risk applies not only to the staff working on the sites but extends to the general public especially scavengers who frequent most of the sites.

- **Limited waste collection services**. Waste services (collection) only offered to urban residents.

- **Recycling and waste avoidance iniatives**. There are very few recycling iniatives in the Municipality, extracting less than 1 % of the potential recyclable material. No iniatives are underway for waste avoidance. Purchasing of mini refuse skips for Sterkspruit town and purchasing of refuse bins has occurred. In addition, waste awareness campaign was conducted.

  - **Contravention of legislation**. The disposal of waste is a significant challenge and this is leading to a lack of compliance with legislation, water, air and aesthetic pollution. The landfill sites do not comply with DWA's minimum requirements. There is no facility available to dispose of hazardous material.

  - **Plans and policies.** The municipality does not have a **leachate management plan** as waste is stored on site in a cage on a cement floor until it is incinerated and then burnt**. A trade effluent policy** has been developed. The **integrated waste management plan** has been reviewed and adopted in 2013.Waste by laws for Senqu are insufficient. By-Laws have been gazetted but did not comply with NEMA and are being reviewed. The air quality management plan is currently being developed in a district level, which will be cascaded to local municipality

  - **Cost effectiveness and waste administration of current services** is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning.

  - **Illegal dumping.** Many shop owners particularly in Sterkspruit dump their waste on the sidewalk on day when waste is not collected. In order to counteract this municipality has promoted the usage of cages and collects waste more frequently in the centre of town. The municipality has also taken action against shop owners who persist in this action. However illegal dumping in open fields and borrow pits continues. In Barkly East and Lady Grey garden refuse and building rubble are the main contents of illegal dumping. Bylaws are being developed to address illegal dumping.

Interventions

- **Increased equipment**. New tip trucks and TLB have been bought. Weighbridges are installed in Barkly East and Lady Grey.
- **Annual waste awareness campaign** is run in the Municipality to make people aware of reducing, recycling and reusing waste to prevent unnecessary collection of waste.
- **Integrated waste management plan and recycling.** The plan proposes recycling options particularly in Sterkspruit. Recycling projects have been started in Barkly East, Sterkspruit and Lady Grey. The Lady Grey recycling deals primarily with bottles.
- **Funding**. MIG Money has been set aside in the budget for the construction of new compliant waste management sites particularly in Sterkspruit and Barkly East. In addition, the annual operations and maintenance budget is used for day to day activities.
- **EIA's and new sites**. A new site has been proposed for Rhodes but objections were received from the community and a new site has to be found. In Rossouw the EIA has been done on the proposed site and submitted for an ROD. The EIA will soon be completed for Hershel and Sterkspruit.

Water and Sanitation

Current Situation

Joe Gqabi DM is the WSA and WSP. Therefore, no SLA has been signed between the Municipality and District. Senqu has the highest unserved population in the JGDM area. This is due to the fact that most of the population is centred in the former Transkei homeland which experienced a very low level of service before 1994.

Table 53: RDP Water and Sanitation Services Backlog in JGDM

JGDM Total Population	Senqu Total population	Water			Sanitation	
		No water	Below RDP standard	Above RDP standards	Served	Unserved
308,363	118,174	15,586	21,330	81,258	65,034	53,140
	Percentage	13.2	18.0	68.8	55.0%	45.0
	JGDM	28,676	81,257	198,431	161,717	146,646
	Percentage	9.3	26.4	64.3	52.4	47.6

Source: (STATSSA 2007and JGDM WSDP 2011)

The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 which is under 20%. The area is however prone to droughts. Water sources are the Jozanashoek dam, Lady Grey dam, Barkly East dam, boreholes and rivers.

Table 54: Access to piped tap water

	Piped water inside yard			Piped water on communal stand			No access		
Municipality	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14464	22616	42057	19667	26204	31726	36521	36014	26310
Elundini	1792	3017	6855	4613	7892	13670	22893	22300	18677
Senqu	2650	7406	15897	12411	13832	15290	12794	12666	7209
Maletswai (WS)	5548	5997	10063	896	2706	2465	514	785	234
Gariep (WS)	4474	6197	9332	1747	1774	302	321	263	190
EC Total	465041	560233	857310	245551	376172	498339	583712	545235	391617

Source: Statsaa 2011

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below.

Table 55: Households by type of toilet facilities

	Flush/chemical toilet			Pit latrine			Bucket toilet			No toilets		
Municipality	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011

Joe Gqabi	7920	14589	30544	27502	27396	47224	6656	7819	1744	28436	35031	17119
Elundini	783	2768	5505	12096	11476	22702	1778	2137	271	14650	16829	8810
Senqu	919	3791	7183	14558	15386	23476	1519	2215	648	10713	12512	5996
Maletsw ai (WS)	4315	4902	10004	327	183	752	854	624	76	1662	3779	1461
Gariep (WS)	1903	3128	7852	521	351	294	2704	2843	749	1411	1911	852
EC Total	408138	527935	797898	419896	405737	595587	82699	84484	41872	383792	463484	225010

Source: Statsaa 2011

Although the LM has more water available than the requirements, it is not spread in such a manner as to satisfy the need everywhere. The towns that have been experiencing water shortages are:

- Herschel
- Lady Grey
- Rossouw

The towns that have just enough water to satisfy the demand and might experience water shortages in the near future are:

- Sterkspruit RWS

The level of services provided is mostly of high quality with connections to the yard and into the house itself. Sterkspruit and Rhodes have the highest standard of water followed by Barkly East and then Lady Grey. Water is available 24 hrs/day in the urban areas but the rural areas experience many lengthily outages.

Water Sources

Senqu's main towns are served from dams such as the Barkly East dam and Lady Grey dam. Sterkspruit is served by Jozanashoek dam. Rhodes and Rossouw draw water from boreholes. The communal areas are serviced with water from rivers such as the Orange, Kraai and Telle. Villages and farms also make use of springs. The threat of drought however is a constant threat as there is no water source or dam that is large enough to meet the growing demand for treated potable water.

Challenges

- **Broken water pipes**, non-functioning pipes, water unavailability and poor pressure.
- **Backlog eradication** is the main challenge facing the JGDM. An estimated R 149,603,738 for water and R 93,901,795 for sanitation is required for Senqu backlog eradication
- **Operation and maintenance of existing water services**. There is a high need for ongoing refurbishment and maintenance programme which will ensure sustainability of these schemes.
- **Lady Grey & Barkly East bulk water supply.**
- **Water backlogs and illegal connections in the rural area.**
- **Rehabilitation of the Barkly East & Rhodes reticulation networks.**

- **Installation of section & bulk metering**.
- **Fencing of dams and water source protection.**

Interventions

Borehole standalone schemes. Water backlogs may be eradicated by means of the development of borehole standalone schemes.

VIP's. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focussing on villages with the highest sanitation concern first. It is anticipated that a regional construction approach will be followed to maximise the benefit of scale in terms of price, timeframes and quality (JGDM WSDP 2010).

Roads, Transport and Stormwater

Table 56: Roads in the Senqu area

Local Municipality	National Roads	Surfaced Trunk Roads	Surfaced Main Roads	Unsurfaced Main Roads	Surfaced District Roads	Unsurfaced District Roads	Minor Roads	Municipal and Access Roads	LM Total Length (km)
Senqu	116.37	-	9.17	290.93	73.01	931.36	767.16	817.36	3,005.37
District Total	653.80	46.40	184.84	737.32	138.09	3,190.98	2,985.47	2,886.91	10,823.82

Source: Department of Public Works and Roads, 2013

The table above refers to the kilometres of roads in the entire Joe Gqabi District. From this it can be seen that Senqu has the longest amount of unsurfaced main roads and access roads.

Tarred roads

The provincial trunk road, the R58 is in a bad condition and will be moved to SANRAL. Rock falls are also common on the road after heavy rainfalls. This affects tourism as this is the main entrance into the municipality. As such it needs to be a provincial priority. The R 393 between Lady Grey and Sterkspruit is in good condition but roaming livestock due to stolen or poor fencing remain a hazard for drivers in spite of the newly introduced road rangers. The road to Tele Bridge has recently been upgraded (JGDM ITP 2010).

Gravel/ Unsurfaced Roads

Most of provincially maintained gravel roads have deteriorated significantly to the level where they need extensive regravelling and low-level bridges need repair or replacing. The end result is people being unable to access goods and services or having to pay high prices for transport of goods and persons due to poor or

impassable roads.

The Municipality has prioritised certain roads for regravelling and priority upgrading.

Tourism roads

- R 396 from Barkly East to Rhodes as this is an important tourist destination
- Access roads to the 7 gravel passes of Lundeansneck, Jouberts, Otto du Plessis, Carlisleshoek DR 03230, Volunteers (MN 20635), Bastervoetpad, and Naudesnek (R 396). These passes incorporate 3 of the highest passes in South Africa. In addition, the roads lead to Tiffindell ski resort – the only ski resort in South Africa.
- DR 393 to Lundean's neck and Sterkspruit from Barkly East
- Upgrade of DR 03214, DR 03221, DR 3222
- Airstrip at Rhodes

Access roads to hospitals and villages

- Khiba T 526 road
- Coville T 510 road
- Mlamli T 606 road
- Manxeba T 511 road.

Access Roads

Access Roads are maintained by municipalities in terms of the Municipal Structures Act however this is not financially viable for Senqu Municipality. The municipality inherited a backlog of maintenance of existing access roads as well as many villages which don't have access roads. Due to the small tax base of the area and high unemployment' the municipality is heavily reliant on the MIG grant to fund repair, maintenance and building of access roads.

Senqu is responsible for all access and municipal roads in its area. The balance of the roads falls under the powers and functions of the Department of Roads and Public Works (DoRPW). The level of road services in rural areas is low, where most roads are gravel. The Municipality has engaged its municipal wards to identify priority access roads that need tarring. These however will still require a massive financial injection. Current gravel roads backlog in Senqu is 562km.

Streets

Streets within towns are the responsibility of the relevant local authority. Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access.

Rail network
The railway line between Aliwal North and Barkly East is unused even though the tracks are still in place (JGDM ITP 2010). Attempts have been made to revive the track for steam train enthusiasts as it contains 2 out of the 3 railway reverses known in the world whereby the train reverses up a zigzag pattern to the top of a mountain.

Airfields
The only airfield which can be recognised as such lies in Barkly East but is not maintained by the Municipality. There has been an investigation into a new airstrip to be located 10km south west of Rhodes near the R 396 funded by ECDORT for tourists to the Tiffindell ski resort but whether this will occur or not remains to be seen (JGDM ITP 2010).

Non-motorised transport
A significant number of persons in Senqu rely on either bicycles or walking to reach their destinations. As a result, the municipality has paved most of the pavements in the main towns and some pedestrian walkways leading from the former townships into the town. Few pedestrian crossings and poorly lit streets and paths are some of the hazards faced by pedestrians.

Public Transport

The Herschel Taxi association has 164 registered members owning 293 vehicles with 158 operating licenses and runs on 20 local and national routes. Public transport operations in Barkly East and Lady Grey are small and relatively stable. In Sterkspruit no direct travel between villages is allowed and all trips must begin or end in the central rank at Sterkspruit. It is the busiest hub. The most utilised trips are to Thaba Lesoba, Voyizana, Qhoboshane, Jozanashoek and Umlami. National destinations are Aliwal North, Johannesburg, Welkom, Bloemfontein, Queenstown and Secunda.

Road worthiness and licensing
Senqu provides a road worthy and licencing service at the Traffic Testing Station in Barkly East and licencing service at Sterkspruit and Lady Grey

Storm Water Management & Access Roads

The Municipality on an annual basis targets certain priority area for the construction of storm water as per the maintenance plan**.** The Technical Services department in conjunction with the Community Services Department implements the regular cleaning and maintenance of the existing stormwater infrastructure. Funding has been requested to undertake a stormwater plan in order to highlight the requirements for future and existing stormwater needs.

Challenges

- **Chronic underfunding** and the constant deterioration of roads due to high rainfall conditions
- **Breakdown of** old out-dated road machinery
- The stormwater management plan requires updating
- Lining and upgrading of storm water channels in urban areas as well as installing new stormwater

infrastructure

- Not all villages, schools and clinics have **decent access roads** and not all streets in townships are **tarred or paved**
- Limited number of **pedestrian bridges**
  - No **cycle lanes**
  - **Limited lighting** of pedestrian walks ways although Council is slowly eliminating the backlog in urban areas.
  - **Poor** road markings and potholes
  - **Limited road signage** especially in rural areas
  - **Commuter facilities are primitive**. Bus shelters were built in 2000 in Barkly East and Lady Grey by DoT. The current taxi rank in Barkly East is informal with no amenities and needs upgrading to an area with shelters for waiting passengers. Lady Grey has no taxi facilities but a public toilet and bus stop has been built through the NDPG. Sterkspruit has a taxi rank.
  - **Limited machinery and staff** to meet the storm water function especially in rural areas.
  - **Fencing of commonage and communal lands along the main R 58 route and road to Sterkspruit.** The fences are constantly being stolen by community members especially RDP housing developments to fence their yards.
  - **Stormwater is a problematic issue as the infrastructure was not designed for the huge runoff that is required.** In addition, there is limited staff and equipment to maintain and keep the drains and furrows open. Huge investment is needed to develop a proper stormwater plan which focuses on what infrastructure is required as well as to how stormwater runoff must be managed to prevent damage to property and possible loss of human life throughout the Municipality.

Interventions

- **A Roads and Stormwater Master Plan** was developed to categorise roads and determine which ones are priorities. However further work is required to develop a workable plan and not just an annual maintenance plan. The policy allows for sustainable roads (interlock paving) and was approved in 2015. In addition, on an annual basis Ward Councillors indicate which roads and bridges require attention in their areas.
- **Paving** of township streets as part of an EPWP project and paving of sidewalks in all CBD's and the linkages between the townships as part of the pavement management system. This assists pedestrians who do not utilise vehicular transport. The Municipality is also in the process of trying to find funding for a brick and paving brick interlocking project which will provide locally made bricks for the future Senqu paving projects.
- **New road machinery** and Operators.
- **Installation of street lights** in towns such as Herschel
- **Building of more pedestrian bridges and walk ways**. This will also allow for cycling paths. Funding is also set aside for the lighting of pedestrian walk ways.
- **JGDM** Integrated **Transport Plan, 2010**. The LM utilises the DM's Integrated Transport Plan as it is not a transport authority and is not required to have a plan.
- **Roads Forum** is an intervention although it is not fully functional
- **Taxi and Bus ranks are not adequate.** In addition, they are not properly run and maintained.

- Designated **drop off points** are required in urban areas to decrease congestion.

Electricity and Energy

Current Situation

Although most of the Senqu communities have access to electricity, there are some communities that still need to be electrified either in the form of electricity installation or in upgrading of their existing lines as most of the lines particularly in Sterkspruit and surrounding villages are low voltage. These are mainly in new housing developments. Council is in the process of compiling an exact backlog list for ESKOM. The most worrying ward is Ward 15 which is near Lundean's Neck where residents do not have electricity at all.

The Senqu Municipality has a licence agreement with the National Energy Regulator of South Africa. In terms of this agreement, Senqu is responsible for supplying electricity to Sterkspruit, Lady Grey and Barkly East. Rural areas (including Rhodes and Herschel) are supplied by ESKOM. However, the Municipality is seeking a licence to supply rural areas. Within the licensed area, the Senqu Annual Report (2011) notes that "the standard of service is mediocre".

Major electricity backlogs are noted in rural areas where 11 498 households do not have access to basic electricity services. Other electricity supply challenges include high leakages attributed to aging infrastructure, poor metering and incorrect accounting. The speed of rural electrification by ESKOM is far too slow, especially in non-grid areas. A master plan has been developed for electricity but its implementation has been delayed by insufficient resources. However, upgrading of infrastructure has occurred annually since 2012 and should be completed by 2019 if resources are available, over 81.8 % of the municipality has been served (Statsaa, 2011).

Table 57: Electricity Usage

	Lighting			Cooking			Heating		
Municipality	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	18907	36392	67433	6895	12626	55150	6287	9368	22186
Elundini	2332	3738	17533	625	1320	13216	598	934	4947
Senqu	8139	21041	30866	1725	4590	24499	1517	3593	9633
Maletswai (WS)	3688	5387	10190	2302	3373	9506	2142	2788	4615
Gariep (WS)	4748	6226	8844	2243	3343	7929	2030	2054	2991
EC Total	421952	740753	1265759	309362	419243	1047718	278832	353776	527265

Source Statsaa 2011

For lighting the majority of residents use electricity with 31 038 using electricity and only 104 for solar. For cooking electricity use still is dominant with 24 640. However, when it comes to heating paraffin is the main fuel with 16 839 (Statsaa, 2011). Council is in talks with ESKOM though about the provision of solar heaters in current and future housing developments.

Challenges

- **Limited funding for Maintenance and upgrading of infrastructure** in areas managed by the Municipality
- **Limited voltage** in the rural areas does not support large scale economic growth
- The implementation of **free basic services** for electrical supply
- Getting communities to accept **non- grid electricity**
- Number of **schools, clinics** and other social facilities that don't have a regular supply of electricity (if any supply at all)
- **Affordability** of the service
- **Difficulty** in obtaining electricity cards as vendors are far from rural areas
- **Electricity losses - 3,783,161 Kwh (Down from 5.6Mwh in previous year) due to theft, poor metering, poor networks and incorrect accounts**. **Total; loss 7.21%**

  - **Electricity backlogs in the rural areas (Eskom) of 5 500 - specifically non-grid areas) being addressed too slowly.** Eskom is licensed for these areas and therefore needs to apply for increased funding in order to eliminate the above.
  - **Electrification of street lights at Rhodes, Barkly East (new houses) & Rossouw.** Eskom has refused permission to use their Infrastructure to fit the street lights. Therefore, the amount to do the street lights and construct our own Infrastructure increases
  - **Eskom vs Senqu Municipality electrification boundaries**.
  - **Solar geysers.** The installation and continuation of the disrupted solar geyser installation programme.
  - Funding to retrofit street lights, replace LV Conductor and install Xmas lights and hazard lights

Interventions

- **Eskom** electrification plan
- **Department of Trade and Industry** assisting with the promotion of renewable sources of energy
- The Technical Services Departments wishes to install a **computerised asset management system** which will allow it to accurately gauge the depreciation of electrical and road infrastructure and equipment. This will assist in improving budgeting planning for the Department.

Renewable Energy

In general, however the Municipality and ESKOM have to increase efforts to make the community more conscious and aware of the benefits of renewable energy. Solar is not popular due to the high theft of solar panels but wind turbines could be used provided that the turbines are designed to withstand the high wind speeds and hail encountered in the area. The Municipality has investigated photovoltaic, but is unable to meet ant type of demand, only a couple of lights. The expense to the long-term benefit is not worth the cost.

Environmental Legislation and EIA's

The Municipality strives to adhere to all environmental legislation and conducts EIA's where necessary and prescribed by law in order to ensure sustainable service delivery. EIA's are budgeted for in all project plans where necessary. For the forthcoming year, EIA's are required for the following:

PROJECT NAME	EIA REGULATIONS WHICH MAY BE TRIGGERED	LISTED ACTIVITY
Access roads	LN 1 Activity 24	**This project needs Environmental Authorization if it fits the following description** The development of- (ii) a road with a reserve wider than 13,5 meters, or where no reserve exists where the road is wider than 8 metres; but excluding- (a) roads which are identified and included in activity 27 in Listing Notice 2 of 2014; or (b) roads where the entire road falls within an urban area.
Cemeteries	LN 1 Activity 23	**This project needs Environmental Authorization if it fits the following description** The development of cemeteries of 2500 square metres or more in size.
Bridge	LN 1 Activity 12	**This project needs Environmental Authorization if it fits the following description** **The development of-** **(i) canals exceeding 100 square metres in size;** **(ii) channels exceeding 100 square metres in size;** **(iii) bridges exceeding 100 square metres in size;** **(iv) dams, where the dam, including infrastructure and water surface area, exceeds 100** **square metres in size;** **(v) weirs, where the weir, including infrastructure and water surface area, exceeds 100** **square metres in size;** **(vi) bulk storm water outlet structures exceeding 100 square metres in size;** **(vii) marinas exceeding 100 square metres in size;** **(viii) jetties exceeding 100 square metres in size;** **(ix) slipways exceeding 100 square metres in size;** **(x) buildings exceeding 100 square metres in size;** (xi) boardwalks exceeding 100 square metres in size; or (xii) infrastructure or structures with a physical footprint of 100 square metres or more; where such development occurs- (a) within a watercourse; (b) in front of a development setback; or (c) if no development setback exists, within 32 metres of a watercourse, measured from the edge of a watercourse; - excluding- (aa) the development of infrastructure or structures within existing ports or harbours that will not increase the development footprint of the port or harbour; (bb) where such development activities are related to the development of a port or harbour, in which case activity 26 in Listing Notice 2 of 2014 applies; (cc) activities listed in activity 14 in Listing Notice 2 of 2014 or activity 14 in Listing Notice 3 of 2014, in which case that activity applies; (dd) where such development occurs within an urban area; or (ee) where such development occurs within existing roads or road reserves.

Community halls		It will depend on size and location of hall
Sport fields		The municipality must consult DEA and DEDEAT for advice since the footprint of the activity is less than 5 hectares
Solid waste sites		License needed

Disaster Management

The Municipality has adopted a corporate disaster management plan in 2005. It has a draft disaster framework which will be adopted in May 2018. The district is currently busy with risk assessment and preliminary report is being presented to the communities for public participation. The district municipality is developing the disaster risk assessment to determine the municipal risk profile per local municipality informed by priority risk as well as identifying the vulnerable communities. The district municipality is participating in the planning structures for the high-risk development. Emergency procurement procedures are in place guided by MFMA and SCM guidelines. Plans are in place to address spillages on the roads: Razzmatazz is always available to clean the road, as for veldt fires control burning is done to arears with high risk and response is good.

The District Municipality has a chief fire officer. The District municipality has 6 personnel

- Manager
- Admin officer
- Four satellite officers (one in Senqu, one in Elundini and two in Walter Sisulu)

It has entered into Mutual Assistance Agreement with Alfred Nzo, Chris Hani district municipalities in the Province and Pixley Ka Seme District Municipality in the Northern Cape.

Senqu Municipality has no capacity to deal with disaster management and as a result the District Municipality has been providing fire services. It has adopted bylaws relating to fire services.

ISD & Capacity to deliver

The Municipality has an ISD Unit with one Officer. The Unit is located within Technical Services. The work of the Officer is to ensure that project steering committees are functional for all projects undertaken by the municipality and that the Ward councillor and Community are kept informed of all project progress. In addition, all community complaints are resolved by the Officer.

The Technical Services Unit houses the PMU which consists of a Manager, Technician and Administrator. The section is under sourced and requires the expertise of a qualified experienced engineer to deal with the huge number of projects they undertake.

The electrical section is run by a superintendent and the roads section by a Manager. The main problems in the electricity department are the sufficient resources to attract the necessary expertise. In order to prevent a loss of skills the department is training electricians in house. In the roads section, the main problems apart from aging and deteriorating equipment like graders are the budget to maintain access roads as well as attract the necessary skills like grader operators.

Free Basic Service Provision

The indigent register will be updated once the municipality has finished verifying all indigent information collected. The information available is not up to date but a Free Basic Services Committee has been established and has become functional. This is a political committee and will assist the administration in updating information. at the end of May 2015. Although water and sanitation are a district function, they provide all indigent households with 6 kl water free a month and sanitation. For households with no access to electricity they are supplied 10 litres of paraffin and 6 candles per month.

The Municipality has budgeted the following for free basic services for 2018/19 year:

Free Basic Services; Indigent and Cultural and services	7 318 000
Free Basic Services; Refuse	4 264 000

The FBS unit functions are currently performed by the Debtors Officer with the assistance of staff in the Revenue Section. Indigent Steering Committees are in place although not yet at full operational efficiency. There are no integration plans between the District and the Local Municipality.

CHAPTER FOUR: INSTITUTIONAL TRANSFORMATION

Political Structure

Senqu Municipality was established in terms of the Provincial Gazette Extraordinary, 28 February, Notice 22 of 2000 (with a number of subsequent amendments). Senqu Municipality is a Category B Municipality. Senqu Municipality was established to be a Collective Executive System type (MSA 117 of 1998)". Council currently consists of 34 Councillors of which 17 are Ward Councillors and 17 are Proportional Elective Councillors. In addition, Traditional Authorities form part of the Council. Council is responsible for taking political decisions in relation to service delivery issues and playing an oversight role. Council meetings occur once per quarter. Special Council meetings are only convened whenever there is an urgent issue that needs to be discussed and a decision taken.

Executive Committee

It is constituted by the Mayor of the municipality as the Chairperson, Political Heads of the Standing Committees of various departments in the municipality and the top management of the municipality. The Mayor as the Chairperson convenes the meetings of the Executive Committee every month.

Standing Committees

The purpose of Standing Committees is to discuss and recommend certain actions be implemented by the Executive Committee or Council. Standing Committees are as follows:

- Corporate and Support Services Standing Committee
- Development & Town Planning Services Standing Committee
- Technical Services Standing Committee
- Finance Standing Committee
- Community Services Standing Committee

These Standing Committees are chaired by the Portfolio Councillors who form part of the Executive Committee. The other members of the Standing Committees are Councillors elected by the Council; representative of all political parties, Traditional Leaders and the administration of the department concerned. Standing committees meet on a monthly basis.

Powers and Functions

Power & Function	Senqu's Capacity	Responsible Department
Air Pollution	The Municipality has no financial resources to develop an air quality plan or engage specific staff for the function	Community Services
Building Regulation	The Municipality has engaged a building inspector but currently has limited resources to engage personnel and ensure implementation of by laws	Development & Town planning Services

Power & Function	Senqu's Capacity	Responsible Department
Child care facilities	The Municipality is in the process of ensuring that current facilities meet minimum health and safety requirements. However, finances are limited.	Community Services
Electricity and gas reticulation	The Municipality only has the licence to supply electricity within its urban areas. The rural areas are supplied by ESKOM. However, the Municipality is negotiating with NERSA to expand its licence to the rural areas.	Technical Services
Firefighting Services	The Municipality is in talks with the District Municipality regarding the viability of taking back this function.	Community Services
Local Tourism	The Municipality promotes local tourism in the region and assists the activities of local tourism organisation	Development & Town planning Services
Municipal Airports	The Municipality has no designated airports.	
Municipal Planning	The Municipality has an IDP and SDF which is reviewed annually. All land management will be enforced as per SPLUMA regulations	Development & Town planning Services
Municipal Health Services	The Municipality only controls waste management as the District Municipality is responsible for food control, water quality, chemical safety, communicable disease control, vector control, environmental pollution control, disposal of the dead and control premises. This is because the District Municipality has the capacity as these areas form part of the Environmental Health Practitioners scope of work. The Municipality may only license a food premise after the District provides a permit indicating that the premise meets the standards required	Community Services
Municipal Public Transport	The Municipality does not have this function as it does not operate any public transport and the District Municipality has the power to regulate passenger transport services. The Municipality has a roads forum and makes recommendations on operating licences to the Department of Transport.	Technical Services
Pontoons, ferries, jetties, piers and harbours	The Municipality is not on the coast	
Stormwater management systems in built up areas	The Municipality has the power and function	Technical Services
Trading regulations	The Municipality fulfils this function through various by laws	Community Services
Potable water and sanitation services	The Joe Gqabi District Municipality fulfils the role of both WSA and WSP	

Power & Function	Senqu's Capacity	Responsible Department
Beaches and amusement facilities	The Municipality has no beaches but maintains its public spaces	Community Services
Billboards and display of advertisements in public places	The Municipality has by laws to regulate this activ ity but due to limited resources struggles to enforce them	Community Services
Cemeteries, funeral parlours and crematoria	The Municipality licences these premises once the District Municipality issues a certificate of compliance	Community Services
Cleansing	The Municipality regularly cleans streets and public spaces w ithin the urban areas as it lacks capacity and resources to do so in rural areas	Community Services
Control of public nuisances	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Control of undertakings that sell liquor to the public	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Facilities for the accommodation, care and burial of animals	There are no pet cemeteries or kennels in the municipal area	Community Services
Fences and fencing	The Municipality ensures that public areas are fenced and safe and has by laws around fencing of properties	Community Services
Licensing of dogs	The Municipality does not license dogs but has by laws pertaining to the keeping of domestic pets	Community Services
Licensing and control of undertakings that sell food to the public	The District Municipality monitors the premises and issues certificates of compliance after w hich the Municipality may license the premise	Community Services
Local Amenities	The Municipality ensures that places are kept clean and mown and that community halls are functional but lacks the financial resources to ensure that all areas of scenic, natural, cultural and historical v alue and interest are well maintained	Community Services & Dev elopment & Town planning Serv ices
Local sport facilities	The Municipality maintains municipal owned sport facilities in the urban areas	Community Services
Markets	No markets exist in the municipal area	
Municipal abattoir	The Municipality does not own any abattoirs and the District Municipal Health serv ices are responsible for ensuring that abattoirs in the area maintain hy giene standards	

Power & Function	Senqu's Capacity	Responsible Department
Municipal parks and recreation	The Municipality ensures that places are kept clean and mown.	Community Services
Municipal roads	The Municipality does try to build and maintain municipal roads but due to decades of neglect the financial resources are insufficient to meet the demand.	Technical Services
Noise pollution	The Municipality lacks the resources to monitor noise pollution but there are by laws.	Community Services
Pounds	The Municipality is in the process of upgrading its pound in Lady grey to meet licencing standards.	Community Services
Public places	The Municipality does own commonages around the urban areas but struggles to enforce livestock management or prevent land invasion due to limited human and financial resources	Community Services
Refuse removal, refuse dumps and solid waste disposal	The Municipality does do refuse removal in urban areas but due to financial and human resource constraints fails to adhere to all waste management site regulations. However new waste sites will be constructed once the EIA's have been approved.	Community Services
Street trading	The Municipality has by laws pertaining to the function but has limited capacity to enforce the by laws	Community Services
Street lighting	The Municipality provides street lighting in urban areas.	Technical Services
Traffic and parking	The Municipality has limited capacity to control traffic within its area but does provide a driver's licence testing facility	Community Services

Administrative Structure and Location

The Municipality has offices in the following towns with the main office located in Lady Grey.

Lady Grey	Barkly East	Sterkspruit	Rossouw	Rhodes
Main building DTPS & Community Services building Technical Services Department Tourism Office Library	Main building Traffic Department Library	Main office building Bunga hall offices MPCC	Community Hall	1 office

The current office accommodation is insufficient as the municipality has amended its organizational structure which has increased the number of staff establishment. Thus the 2nd floor of the DTPS & Community Services Office is being renovated to accommodate the need. Payment facilities for municipal services are rendered

at the Main municipal building based in Lady Grey, Main municipal building in Barkly East and at the Offices in Sterkspruit.

Senqu Municipality implements its Integrated Development Plan through its administration structures headed by the Municipal Manager with the following Directorates:

- Municipal Manager's Office responsible for strategic management, Council administration, communications and internal audit
- Directorate: Financial Services is responsible for expenditure, income, supply chain management, vehicle licencing and testing fees, fleet management and budget planning.
- Directorate: Corporate & Administrative Support Services is responsible for administration, document management, labour relations, capacity building, maintenance of buildings and secretariat services for Council, IGR, special programmes and stakeholder relations.
- Directorate: Community Services is responsible for waste management, firefighting, traffic, bylaw enforcement, cleansing, disaster management, community facilities, library services and commonage management.
- Directorate: Technical Services is responsible for electricity in urban areas, access roads, construction of capital infrastructure including MIG expenditure, ISD and storm water maintenance.
- Directorate: Development & Town Planning Services is responsible for IDP, LED, performance monitoring and evaluation, governance, risk management, GIS, EPWP, town planning, land administration and legal compliance.

The administration is headed by the Municipal Manager, Mr. Yawa. The top management consists of four Section 56 Managers, two males and two females who report directly to the Municipal Manager, Mr. Yawa. All Section 56 Managers apart from the CFO have been appointed and will sign their annual Performance Agreements aligned to the IDP, budget and SDBIP by 30 July 2018.

Organisational Structure

The new organogram for the Municipality was approved on the 28th March 2018 and will be reviewed annually (See annexure) Senqu Municipality undertook a process of ensuring that the aforesaid is achieved by embarking on a Job Evaluation process. It however through this process became apparent that there are positions in the approved organogram that are not funded but whose functions are being performed by incumbents in the funded positions through an internal arrangement. The requirements of the job evaluation process are that the municipality cannot include such functions in the job description of the incumbent who performs them because there is already a position in the organogram that is supposed to perform the function. The municipality then considered this to be unfair on the said incumbents and is now wanting to do away with unfunded positions whose functions are performed or likely to be performed through internal arrangements and to rather include those functions in the job descriptions of incumbents that are performing them and get those job descriptions to be evaluated as such. This process therefore required the municipality to review of the organogram to reflect the changes and to get same approved by Council. The Local Labour Forum was consulted on the proposed changes and both the employer and labour component agreed that the proposed structure should be submitted to council for consideration and adoption.

The cost of filling the organogram and determining the cost of population is will be determined in the draft. Vacant and funded posts have yet to be determined. All job descriptions have been approved. 241 people are currently employed.

Table 58: New Appointments for 2017/18 FY

Level	Job filled
Managers	Credit Manager
	HR Manager
Professionals	Budget Accountant
	Skills Development Facilitator
Technicians and Associate Professionals	Civil Engineering Technician
	Computer Network Technician
Service & Sales Workers	Cashier
	Team Leader X 3
Elementary Occupations	Recycling or Rubbish Collector X 4

Source: Corporate Services 2018

Table 59: Employee Turnover

Job	Number
CFO	1
Urban & regional Planner	1
Grader Operator	1
Rubbish Collector	2
Team Leader	2

Source: Corporate Services 2017

Table 60: Contract Workers

DESIGNATION	DEPARTMENT	CONTRACT PERIOD	TERMINATION DATE
Municipal Manager	MM'S OFFICE	5 YEARS	31 July 2022
Director: Corporate Services	MM'S OFFICE	5 YEARS	30 September 2022
Director: Community Services	MM'S OFFICE	5 YEARS	31 December 2019
Director: Technical Services	MM'S OFFICE	5 YEARS	31 July 2022
CFO	MM'S OFFICE	5 YEARS	28 February 2022
Director: Development & Town Planning Services	MM'S OFFICE	5 YEARS	30 September 2022
COO	MM'S OFFICE	5 YEARS	31 December 2018

Source: Corporate Services 2018

Employment Equity

The Employment Equity Plan of the Municipality was approved in November 2016. It is implemented through the recruitment and selection process and through training and development. Implementation is monitored by the Employment Equity Committee, Training committee and Labour Forum. The objectives of the plan are to increase the number of people with disabilities, increase training for staff, increase the number of learnerships and internships.

Table 61: Employment Equity staffing levels including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2			2	2						6
Senior management	5	1	0	2	5	1	0	4			18
Professionally qualified and experienced specialists and mid-management	16				17	2					35
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7			1	4						13
Semi-skilled and discretionary decision making	52	2			27	4					85
Unskilled and defined decision making	59	4			23	1					87
Temporary employees	5				5						10
GRAND TOTAL	146	7		5	83	8		4			253

Source: EEP 2016

Table 62: Employment Equity Goals

Occupational Levels	**%**	**Designated**										**Total**
		Male				**Female**				**Foreign Nationals**		
		A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	**Male**	**Female**	
Top Management	Current	2	0	0	2	2	0	0	0	0	0	6
	Target 2017-18		1									1
	2018-19	1				1						2
	2019-20					1						1
	2020-21											0
	2021-22	1					1					2
Senior Management	Current	5	1	0	2	5	1	0	0	4	0	18
Senior Management	Target 2017-18	1										1
	2018-19		1				1					2

Occupational Levels	%	Designated										Total
		Male				Female				Foreign Nationals		
		A	C	I	W	A	C	I	W	Male	Female	
	2019-20											0
	2020-21	1				1	1					3
	2021-22											
Professional	Current	16	0	0	0	17	2	0	0	0	0	35
Professionally qualified and experienced specialists and mid management	Target 2017-18	1				2						3
	2018-19					1						1
	2019-20	1				1						2
	2020-21	1				1	1					3
	2021-22	1				1	1					3
Skilled	Current	7			1	4						12
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Target 2017-18	1					1					2
	2018-19					1	1					2
	2019-20	1				1	1					3
	2020-21	2				2	1					5
	2021-22	1				2	2					5
Semi-skilled	Current	52	2			27	4					85
Semi-skilled and discretionary decision making	Target 2017-18	2				2	1					5
	2018-19	1	1									2
	2019-20		1				1					2
	2020-21		1				1					2

Occupational Levels	%	Designated										Total
		Male				Female				Foreign Nationals		
		A	C	I	W	A	C	I	W	Male	Female	
	2021-22		1			1						2
2	Current	69	4			23	1					87
Unskilled and defined decision making	Target 2017-18	1	3				3					7
	2018-19	1				3	2					6
	2019-20	1	1			1	1					4
	2020-21		1			1	1					3
	2021-22	1				1	1					3
Total permanent		160	18	0	5	102	30	0	0			315
Temporary Employees		5	0	0	0	5	0	0	0			10
Grand Total		**165**	**18**	**0**	**5**	**107**	**30**	**0**	**4**			**325**

Source: EE Plan 2016

The **Employment Equity Forum consists of** Portfolio Head: Corporate Services, Top Management Representative: Director – Corporate Services, Manager HR, LR and Legal Services, Senior Management Representative: Executive Co-coordinator: Political Affairs, Technical Support Staff: HR Practitioner, Training and Development : Skills Development Facilitator ,Secretary, Designated groups Representative, People with Disability : Representative, Professionally Qualified and experienced specialist Mid Management Representative, Skilled Technical and Academically Qualified workers Representative, Semi – Skilled and Discretionary decision making, Unskilled and defined decision making Representative and 1 representative each from the Unions.

The forum sits quarterly. It sat on 14 August 2017, 22 November 2017, 20 February 2018 and the 8 May 2018. It is due to sit on the 7 August 2018 and 6 November 2018

Skills Retention

The Municipality has skills retention and a scarce skills retention policy but experiences difficulties attracting these types of staff and keeping them due to the rural nature of the municipality and the fact that it can't offer competitive salaries. The scarce skills policy was approved by Council by the end of June 2013. The Scarce Skills Committee identifies the scarce and critical skills annually. The identified scarce skills at present are technical planning and strategic management.

HR Strategy & WSP

The Municipality does have an HR strategy. This was adopted on the 30 November 2010 (Annexure 7). It will be replaced by the SALGA one in the 2018/19 financial year by the HR Manager as the current strategy gives no long-term plan for the municipality.

The HR strategy promotes recruitment and selection strategy, work place skills and employment equity, EAP, skills retention and lastly promotion and succession. The scope of the strategy includes induction training and staff orientation, implementation of the workplace skills plan, implementation of a training policy and study bursary scheme, succession planning and career pathing and employee assistance programme (EAP). The goal of the induction programme is to ensure that the new employee feel comfortable in his new working environment, becomes as productive as possible in the shortest possible period and is given every opportunity to succeed in his new job, without being set up for failure. The strategy for ensuring this is to: ensure that employees are recruited in accordance with a council approved recruitment and selection policy which takes into account the provisions of the employment equity act; implementing staff orientation interventions which means taking the employee through a step by step process to ensure that they become familiar with the municipal service as quickly as possible; presenting an induction training course that covers matters like the spheres of government, council structure and committee systems, organogram etc. and lastly training in the municipal IDP and PMS.

Implementation of the **WSP** means an annual compilation of the organisation's prioritised training needs based on the IDP. This is done by the **SDF**. The goals of the annually adopted WSP are to capacitate staff members by implementing training interventions based on identified needs and to comply with the skills development act. This is done by budgeting for training and reclaiming funds from the relevant SETA.

In order for training to occur the Training Committee makes recommendations to the necessary structure to approve the following:

- Bursaries for unemployed - The committee makes recommendations for the Municipal Manager to approve
- For staff training programmes and bursaries, the approval is done by Director Corporate Services. After the implementation of trainings programmes the SDF compiles a report for the training committee members for notification
- Internships are pre-approved by Director Corporate Services and approved by Municipal Manager

- Trainees get selected through the normal recruitment and selection processes of the Municipality

A training policy and study bursary policy have been adopted by Council and the aim is to develop the knowledge, skills and attitudes of all municipal employees, set out the roles and responsibilities of those involved in training and lastly to assist financially disadvantaged employees to finance their own training and development. Ultimately this will ensure the optimum utilization of human resources at all levels of the organisation and contribute to the personal aspirations of the individual.

The succession planning and career pathing is to enable managers to plan for their staff requirements for forthcoming years. A policy has been developed which will ensure that the necessary arrangements are made to ensure that suitably qualified people are available to fill posts and that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him in the municipal service. Lastly the employee assistance programme is to assist in the identification and resolution of productivity problems of employees impaired by personal concerns but not limited to health. The goals of the programme are to ensure that staff members with personal problems are offered counselling, guidance and assistance to overcome them, to ensure that HR staff are fully trained to provide this assistance where necessary and to promote the wellbeing, productivity and moral of all employees (HR Strategy, 2010). HR policies consist of the recruitment and selection policy, the leave policy, bursary policy, remuneration policy, promotions and transfer policy, travel and subsistence policy, standby and overtime policy, relieving allowance policy.

Annually a skills audit is done and a WSP developed and adopted by Council. A training committee also assists in prioritising training. However due to lack of financial resources, the WSP is seldom completed on an annual basis. Training conducted for the 2016/17 financial year was conducted at the cost of R 1 048 597 for employees and R 115 181 for unemployed. 123 employed persons were trained and 14 unemployed. 2017 – 18 training budget was R 2 426720.20 and unemployed R 20 000.

Table 63: Planned Training beneficiaries

Sector	Females	Males	Unemployed Females	Unemployed Males
Infrastructure & service delivery	25	81	1	1
Community based participation and planning	25	22	1	
Management and Leadership	20	7		
Financial Viability	5	7	3	4

Source: WSP 2017

Table 64 Training 2017/18

Category	No	Types of training	No	Unemployed training	No
HR Officer	1	ND Pay roll		ETDP learnership	1
Finance Officer	1	ND Pay roll		Electrical Trade test	5
IT Officer	1	Information technology		ETDP learnership	1
Committee Clerk	1	Public Administration			
Acquisition Officer	1	Financial Management			
Councillors	4	Higher certificate in Public administration			
Executive Officer	1	LG Law and Administrator			
Municipal Manager	1	Leadership in Municipal Governance			

Category	No	Types of training	No	Unemployed training	No
PMU & 3 Finance Officers	7	Construction Contract Management			
Councillor	1	Municipal Public Accounts Com Training			
General worker	11	Brush cutting training			
Waste Management General assistants	15	Handling of waste			
Clerks	6	Customer training			
Supervisor		Veld Management			
PMS Officers	3	SAMEA Conference			
SDF	1	Moderator training			
BTO Clerks	2	MScoa for budget managers			
Internal auditors	2	Effective report writing			
Records & archives Clerk	1	Intermediate records & archives training			
HR Practitioner	1	Equity Planning & Reporting Training			
Manager HR	1	Contract Management			
Labour relations Officer	1	NEBOSH Training			
PA's	5	Report writing			
Manager Buildings	1	Rules & ethics training			
Manger IPED & Tourism Officer	2	Social media training			
Payroll Clerk	1	Financial Management Training			
Clerks	3	Supply Chain Management			
DTPS Coordinator	1	Finance for Non-Financial Managers			
Manager Admin & Building	1	Basic Archives Training			
Councillors	4	Rules & ethics Training			
Councillors	34	Management & Leadership			
Councillors	3	Media & Stakeholder Engagement Training			

Source: WSP Training Reports 2017/18

All training programmes that are being implemented for Staff and Councillors are linked to the IDP objectives and they are effective for staff. As a result, they are able to perform their duties.

Internal Control Procedures

All Councillors and Administrative Staff were provided with copies of the code of conduct and were also workshopped on the Code. If the Code of Conduct is not adhered to be either staff or Councillors, disciplinary action is being instituted. No cases of a disciplinary nature were dealt with in the past year.

The Local Labour Forum is fully functional. It sat quarterly on the 19 September 2017, 23 November 2017,26 March 2018 and the 15th May 2018. It consists of 5 representatives of the labour unions excluding IMATU as it has no presence in the Municipality, Director Corp Services, Manager HR, LR & Legal Services, Portfolio Head of Corp Services, 2 Employer Representatives and the Secretary

Record Keeping & Information Technology

The Council has approved the Records Management Policy, Central Registry Manual and Access to Information Manual during its Council Meeting held on the 27 March 2013 which regulates the access to information. Furthermore, with the assistance of the Provincial Archivist from Department of Sports, Recreation, Arts and Culture training was conducted on the 12 June 2013 to the municipality's employees on the following aspects:

- ❖ Archival legislation and the role of Provincial Archives and Records Services
- ❖ Roles and responsibilities of users in File Plan implementation
- ❖ Importance of good record keeping practices
- ❖ Identification and care of different categories of records
- ❖ Allocation of reference numbers in correspondences
- ❖ Records maintenance
- ❖ Understanding the logic of the file plan

The IT Manager ensures that the IT policy is followed and that all staff members sign the policy acknowledging their role in keeping the municipal IT system safe from intruders. In addition, the server room is kept locked at all times.

Protest Actions

No staff protest actions were held in the previous & current financial year. Mitigating measures are as follows:

- There is a Strike Management Committee (which sits only when there is a protest action)- comprised of Corp Services Director/MM , LR &HR Practitioner, 1 Cllr & organised labour rep.
- There is Essential Services Agreement
- Provisions prescribed in the LRA, Act 66 of 1995 (ss 64 – 77) are / will be followed.

There has been one community protest in the past financial year in Sterkspruit around the issue of job creation.

Institutional Cohesion

The Municipality runs wellness days to promote institutional cohesion. A netball and soccer team have been developed to play at the SALGA games as well as play against other sector departments and municipalities. In addition, the Induction programme is also tailored to make employees feel part of the institution and promote institutional cohesion. Internal newsletters also help promote institutional cohesion. The Directorate Corporate Services has also undertaken a survey to gauge employee's satisfaction. A plan has been developed to target areas of dissatisfaction identified.

CHAPTER FIVE: GOOD GOVERNANCE & PUBLIC PARTICIPATION

IDP Process Plan

Introduction

Senqu Local Municipality has developed the IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Municipal Finance Management Act 56 of 2003.

Adopted Process Plan

The MFMA Act 53 of 2003 (S21 1b) states that the Mayor must at least 10 months before the start of the budget year table in the Municipal Council a time schedule outlining key deadlines for the preparation, tabling and approval of the Budget and the Integrated Development Plan. The process plan was adopted on 28 July 2017. The Process Plan outlines the programme to be followed and provides details on issues specified in the Act.

The Local Government: Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 are specific to municipalities and are the key legislation for the development of the IDP. Other national sector legislations also contain various kinds of requirements for municipalities to undertake planning.

Some important National and Provincial guiding plans and policy documents for the IDP include the Medium-term Strategic Framework, the National Spatial Development Perspective (NSDP), the National Development Plan, the new Growth Path, the Eastern Cape Provincial Spatial Development Plan (ECPSDP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP) and the Ukhahlamba (now Joe Gqabi) District Growth and Development Summit (GDS).

IDP Process

The IDP Process is a continuous cycle of planning, implementation and evaluation.

Institutional arrangements and roles and responsibilities

The development of the IDP and Budget involves Municipal Officials, Councillors as well as stakeholders/actors outside the Municipality.

Institution	Role & responsibility
Council	Approves, adopts the IDP and budget Participates in M&E
Executive Committee	Decides on the Process Plan. Manages, co-ordinates and monitors the process and drafts the IDP and budget
IDP Manager	Drafting and co-ordination of the IDP process on a day to day basis
IDP and Budget Steering Committee	Provides technical expertise for the drafting of the IDP and budget
IDP Representative Forum	Provide community needs and priorities and indigenous knowledge. Act as a M&E mechanism

Other actors

ACTORS	ROLES AND RESPONSIBILITIES
Ward Councillors/Ward Committees (assisted by CDWs)	• Major link between municipality and residents • Link the planning process to their wards or constituencies • Organize public consultation and participation • Represent the ward at the IDP & Budget Representative Forum • Analyse ward-based issues, determine priorities, negotiate and reach consensus.
Community	• Represents interests, contribute knowledge and ideas to the Representative Forum • Inform interest groups, communities and organizations • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing project proposals • Discuss and comment on the draft IDP • Monitor performance in implementation • Conduct meetings with groups, communities, etc. to prepare for and follow-up on relevant planning activities.

Mechanisms for community and stakeholder participation

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This was done though the:

- IDP Representative & Public Participation Forum to verify and add data
- Round Table
- District Municipality's Rep Forum to ensure that local priorities are adequately reflected on the District's IDP
- Ward Councillors and ward meetings to keep communities informed about the IDP progress (including Ward Committees and CDWs)
- Annual reports on municipal progress
- Mayoral outreaches
- Making the IDP document available to all units and in public places for public comments
- Municipal website.

English is used as a language of governance however in community meetings languages that are spoken in that community are used. Officials are responsible for arranging venues and transport for all wards to all meetings. Transport is arranged for Traditional Leaders, Designated Groups and Ward Committees at the cost of the municipality.

Mechanisms and procedures for alignment

The IDP Manager (Municipal Manager) and the Manager IPED of Senqu Municipality are responsible for ensuring smooth co-ordination of the IDP process and its alignment with the District's IDP through bilateral discussions with affected sector departments and neighbouring Municipalities as well as IDP representative Forums. Inter-Governmental Forums such as the Joe Gqabi District IDP Representative Forum are also used to ensure that beneficial alignment of programmes and projects do occur.

Table 65: Detailed IDP and budget action plan

	Activity	Purpose	Responsibility	Time frame	Progress
1.	Discuss process plan with IDP and Budget Steering Committee	To ensure that management and political leadership agrees on the IDP and budget timeframes	Manager IPED & BTO	24 July 2017	Met
2.	Develop draft IDP Process Plan and present to Council for adoption	Guide development of 2018-2019 IDP Review	Manager IPED	28 July 2017	Adopted

3.	Adopt Process Plan	To guide the planning, drafting, adoption and review of the IDP and budget Establish committees and consultation forums for the IDP and Budget process	Council	28 July 2017	Adopted
4.	Publish and make known Process Plan (i.e. key activities and deadlines)	Inform public of the process to be followed in developing the IDP	Manager IPED BTO	4 August 2017	Postponed to 8 September 2017
5.	IDP Representative & Public Participation Forum	To discuss IDP Review process	Manager IPED Manager IGR	22 August 2017	Postponed to 5 September 2017
6.	Public engagement and consultation	Consult local communities on their development needs and priorities. This will be done on a ward by ward basis with the ward committees and Councillors	Manager IPED Public Participation Ward Councillors	5 September – 20 October 2017	Postponed. Held from 6-10 November 2017
7.	IDP Representative & Public Participation Forum	Finalise issues raised in the outreach with Communities	Manager IPED Manager IGR	7 November 2017	Postponed to 5 Dec 2017
8.	Departmental Strategic sessions	Departments meet and revise 5-year priorities, targets and programmes based on NDP and community needs where necessary	HOD's	14 – 18 November 2017	Held
9.	IDP & Budget Steering Committee	To look at the cost of the programmes vs available funding	Manager IPED BTO	30 November 2017	Not held
10.	Report on mid-year and performance assessment	Evaluate performance of the municipality to guide future decisions as well as for the new financial year	Municipal Manager to report to Executive Committee	25 January 2018	Met
11.	Draft Annual Report	Draft Annual Report to be completed.	Director D&TPS	19 January 2018	Met
12.	Council	Council	Director Corporate Services	26 January 2018	Met
13.	Advert for comments on draft Annual report	21-day comment period on annual report	Manager: Governance & Compliance	26 January – 16 February 2018	Met
14.	Municipal strategic session	Define municipal objectives, strategies, objectives, targets and budget proposals. Refine adjustment budget proposals	Management & Executive Committee	5 – 8 February 2018	Postponed to 11-14 February 2018
15.	IGR meeting	To meet and finalise budget propositions from Sector Departments	Manager IPED	20 February 2018	Cancelled
16.	IDP & Budget Steering Committee Meeting	To meet and finalise budget proposals, incorporate information from the Strategic session and adjustment budget	Manager IPED BTO	27 February 2018	Met

17.	Audit Committee	To finalise oversight report on draft Annual report	Audit Committee Chairperson	28 February 2018	Met
18.	Special Council Meeting	To approve adjustment budget	Municipal Manager CFO	23 February 2018	Met
19.	IDP Representative & Public Participation Forum	To meet and discuss draft IDP and budget	Manager IPED	6 March 2018	Postponed to 15 March 2018
20.	IDP & Budget Steering Committee	Compile draft high level SDBIP	Manager IPED, Manager Governance & Compliance, BTO	16 March 2018	Held
21.	Council	Mayor presents draft IDP, Budget and high level SDBIP to Council. Mayor presents final Annual report to council	Mayor	30 March 2018	Held
22.	Departmental SDBIP sessions	To draft departmental SDBIP's	Departments HOD's	2 - 13 April 2018	Held
23.	Advert for draft IDP and Budget. Advert for final Annual report adoption	Advert for comment period to appear on website, municipal notice boards and in newspapers. Draft IDP & Budget loaded on website	BTO Manager IPED Manager Compliance & Governance	6 April 2018	Went out 3 April 2018
24.	Submission of draft IDP & Budget	To submit draft IDP and Budget to DLG&TA, Prov & Nat Treasury	BTO Manager IPED	9 April 2018	Submitted 6 April 2018
25.	Public outreach	Meet communities and receive inputs on the draft budget and IDP	Executive Committee Manager IPED	1-30 April 2018 1-4 May 2018	Delayed. Held 8 -16 May 2018
26.	Public comments	Meet communities and invite comments on the budget and IDP	Executive Committee Manager IPED	6 April – 4 May 2018	Comment period ended 1 May 2018
27.	IDP & Budget Steering Committee	To finalise SDBIP and PMS targets	CFO Manager IPED	11 May 2018	Held on 8 May 2018
28.	IDP Representative & Public Participation Forum	To discuss PMS targets	Mayor Manager IPED	15 May 2018	Held 17 May 2018
29.	Table municipal budget and revised IDP	Consolidate plans for delivery of services and attainment of the development trajectory of the Municipality	Mayor	25 May 2018	Tabled 30 May 2018
30.	Advert of IDP and budget adoption		Manager IPED BTO	1 June 2018	
31.	Final IDP to MEC and IDP summaries printed. Final Budget submitted	Submit final IDP and Budget to DLG &TA, Prov & Nat Treasury. Final IDP & Budget to go on website	Manager IPED BTO	4 June 2018	

32.	SDBIP to Mayor	Mayor receives a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA	Municipal Manager	8 June 2018	
33	Mayor approves SDBIP and ensures annual performances contracts are drafted according to law.	Mayor must approve SDBIP and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA	Mayor	22 June 2018	
34.	SDBIP to Council	SDBIP given to Council for approval	Mayor	29 June 2018	
35.	SDBIP made public	SDBIP made public. Put on website	Manager Compliance and Governance	9 July 2018	

IDP Assessment

The IDP Assessment highlighted issues under service delivery:

- No disaster plans
- Waste Management Plans are not compliant with NEMWA
- No air quality plan
- No land degradation or revitalisation plans
- No GIS in place
- No plans for non-motorised transport

Previous IDP Assessments

KPA	Rating 2012/13	Rating 2013/14	Rating 2014/15	Rating 2015/16	Rating 2016/17	Rating 2017/18
Spatial Development Framework	High	High	High	High	High	High
Service delivery	High	High	High	High	High	High

KPA	Rating 2012/13	Rating 2013/14	Rating 2014/15	Rating 2015/16	Rating 2016/17	Rating 2017/18
Financial Viability	Medium	Medium	High	High	High	High
Local Economic Development	High	High	High	High	High	High
Good governance & public participation	High	High	High	High	High	High
Institutional Arrangements	High	High	High	High	High	High
Overall Rating	High	High	High	High	High	High

Public Participation

Public Participation Plan

The Municipality prepares a draft annual public participation plan to Council which goes to Council by the end of the 1st quarter for adoption.

Public Participation Framework/Strategy

The Public Participation Framework has been developed and sent to Council for adoption. The strategy was presented to both the IDP Representative Forum and the Public Participation Forum for comment. The framework outlines the roles and responsibilities of all stakeholders in public participation as well as the mechanisms for undertaking public participation. These include the guidelines for public events that must be followed as well as the processes that members of the public must follow if they wish to submit grievances or complaints.

Challenges and intervention for public participation

- **Geographical –**

  The Municipal area consists of 17 wards with many villages. Due to the mountainous terrain and the lack of infrastructure development during the homeland period, the road network is poorly conceived and as a result villages which should be directly connected are normally connected through rerouting to a main road. The Demarcation Board did not consider the terrain with the result that 1 ward has a village which is located almost 4 hours away by road as it falls on the other side of a mountain range.
- **Infrastructure –**

  Due to the vastness of the terrain, it is difficult to find a central meeting spot in the ward which is accessible to all by foot and has a facility large enough to accommodate all residents. The Municipality has ensured that all wards at least have one community hall.
- **Education levels –**

  It is an ongoing process to educate the community about local government so that they can participate in an effective and efficient manner
- **Traditional leaders –**

The municipality has made a concerted effort to ensure that traditional leaders are included in all public participation events and in Council activities but many still see the municipality as undermining their role and will not work with them.

- **Communication -**
  Due to the vastness of the area and mountainous terrain telecommunication networks are limited with the result that it is difficult to communicate with communities due to lack of telephone and email networks.
- **Financial-**
  Although a budget is set aside for public participation under the IDP and budget vote, it is not enough as it is expensive to cater for the transport and food that is required for all these occasions. However, departments also have operational budget for their public participation occasions.
- **Sustainability –**
  Many communities based organisations do not have a long life span due to in fighting or inactivity by members
- **Apathy –**
  Members of the public do not feel the need to participate in government processes due to a variety of factors

Stakeholder Communication Strategy

The Municipality has a communication strategy which identifies and outlines which and how to communicate with stakeholders. It was adopted on the 27th March 2013. The adopted communication strategy relies on Ward Councillors, CDW's and the Executive Committee to ensure that information reaches the public. Other methods such as posters, loudhailers and the local radio station Ekepini and newspapers are used to keep the community informed. However due to financial constraints and the poor accessibility and poor network coverage of the region, some communities struggle to access information. As a result, the onus is on developing central points where billboards will be erected and information displayed on a regular basis.

The Communications Officer has been trained on website management so that the municipal website will be continually updated and remain relevant. Monthly newsletters are printed and distributed as well as quarterly newsletters. Outreaches such as the Executive Committee outreach will occur on a quarterly basis to ensure that the community are informed and can also relay complaints to the Mayor.

The municipality has increased the amount of funding that it has given to the communication section**.** As a result of this funding the municipality has improved its public address system and bought a public loudhailer system for vehicles. In addition, it has procured public notice boards to be located centrally in the wards and a tent.

A stakeholder register has been developed for the IPPF. This is attached as Annexure 3. The IPPF assists the municipality in its efforts to increase the effectiveness and efficiency of public participation by mobilising stakeholders.

Ward Committees

Ward committees have been formed for the 17 wards. Ward Committees are chaired by the Ward Councillors and consist of up to ten elected members. The purpose of the committees is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee

for consideration in the budget process. In addition, problems identified by the ward committees are forwarded to the Corporate Standing Committee for resolution by the responsible Department head. These then get elevated in this way to the Executive Committee and ultimately Council through attachments in the agenda of these meetings. Officials responsible for ward committees then feedback the Council resolutions to the Ward committees through Round Table meetings. Ward committees and Councillors are also utilised to mobilise ward members for the Executive Committee outreaches. In this way both the administration and the political arm of the Municipality are aware of issues raised by Ward committees. The Ward councillor is also assisted in gathering and resolving community issues through the newly launched war rooms in November 2016.

The Municipality underwent **ward based planning** in December 2017 and through ward meetings held in January and February 2018. Wards were trained on the process and then sent back to the wards to verify information through ward meetings. The information was then submitted to DTPS. Ward committees have been trained. Funding has also been allocated on an annual basis to compensate ward committee members for their time but the suggested stipend amount from national treasury will not be met due to the financial constraints of the Municipality.

Wards and villages

Ward	Villages
EC142	Senqu
Ward 1	Mbobo, Bhikizana, Walaza, Ndofela
Ward 2	Storomo, Ndingishe, Makalakaleng, Gcina, Qhimira
Ward 3	Makalakaleng, Hohobeng, Ekra, Qhoboshane, Zw elitsha
Ward 4	Mkunyazo, Boomplaas, Hilside, Mfinci, Penhoek, Maqolw aneni
Ward 5	Rossouw , New England, Fort Hook, Hillside, Sidakeni
Ward 6	Mpoki, Musong, Dulciesneck, Majuba, Ndungunya, Rietfontein, Bultfontein
Ward 7	Macacuma, Thaba-Lesoba
Ward 8	Mokhesi, New Rest, Dontsi, Mogoabong
Ward 9	Ngquba, Kromspruit, Lipota, Hinana, Mapolo
Ward 10	Makhetheng, Sterkspruit, Tienbank, Matlapaneng
Ward 11	Ndibinkonzo, Entsimekw eni, Skhisazana, Ezintatyameni, Bluegums, Kw a-, Meyi
Ward 12	Esilindini, Bamboespruit, Magadla, Jozanas Nek, Jozana's Hoek, Magw iji
Ward 13	Hershel, Coville, Zava, Naledi, Khiba, Nkopane, Mbonisw eni, Mdlokovana
Ward 14	Khw ezi Naledi, Lady Grey tow n, Transwilger
Ward 15	Rhodes, Rockcliff, Dangershoek, Nomlengana, Mosheshsford
Ward 16	Barkly East tow n, Fairview, Zola
Ward 17	Sunduza, Bensonvale, Tapoleng, Masekeleng, Voyizana, Joveleni

Source: Municipal Demarcation Board 2016

Traditional Leadership

The Municipality is committed to meeting with Traditional leaders to find solutions to the problem of acquiring sufficient land for development outside town boundaries. Traditional leaders are represented in Council and at all standing committees. The Municipality is experiencing some resistance from certain Traditional Leaders but in general the relationship between the Municipality and Traditional Leaders is good. Traditional Leaders have also increased their participation in municipal planning forums such as the IPPF as well as Standing Committees and Council. 7 traditional leaders have been gazetted to attend Council and Standing Committee meetings which they do regularly. The Executive Committee has also made it a policy that nothing may be implemented in wards without the knowledge of Traditional Leaders.

Social Cohesion

The Municipality has several social cohesion programmes. These involve door to door campaigns whereby the municipality and sector department target certain areas and run campaigns on problems being experienced in that area such as child headed households. A plan is then formulated to resolve these issues and all stakeholders state their commitment to resolving these issues.

The Municipality has also resuscitated the Mayoral Cup whereby all sports codes participate in their codes and the winners receive prizes and cups. The Youth festival was also launched in March 2013 whereby the youth are encouraged to showcase their talents in song and art. These will and have become annual events with the latest Mayoral Cup in April 2018.

The municipality participates in community policing forums in order to unite stakeholders to fight against crime. The municipality also forms part of the moral regeneration programme of the Presidency. The **Integrated Community Safety Forum** that was relaunched in June 2013 under the leadership of the Community Services Portfolio Councillor however needs to be resuscitated as it has failed to sit for a long time. The work of the new forum will be the development of an Integrated Community Safety Plan.

All of these programmes and public participation forums together assist in providing platforms whereby people can meet and discuss their differences and problems. This dialogue leads to nation building as people begin to realise that there is more that unites them than divides them. The Municipality has IGR structures such as the IDP Representative Forum whereby sector departments are engaged with in order to find solutions to service delivery issues. In addition, special meetings are arranged for departments to meet outside the IDP Rep Forum. Sector departments (national and provincial) are also engaged with through Munimec and the District IGR structures such as DIMAFO. Sector departments are also contacted throughout the year to respond on community queries as well as participate in public participation programmes. In addition, engagement with provincial and national departments is facilitated through the Joe Gqabi District IGR structures such as the various committees like governance and administration which are attended by the municipality and the IDP Rep Forum.

The Municipality also participates in all SALGA structures where it can meet and discuss issues with other municipalities. These structures **facilitate inter municipal planning**. The Municipality is not currently engaged in any project which requires that it forges close linkages with other Municipalities. This has however happened in the past whereby the Municipality has assisted the now defunct Gariep municipality financially. In addition, the District DIMAFO structure provides a space for all Mayors and Municipal Managers to meet and discuss on issues which affect the District as a whole. Other relevant District forums are also attended by the Municipality

such as the District Support Team, and Communicators Forum. There is no formal inter-municipal planning except for water, sanitation and road infrastructure which is discussed through the Water Forum and District Roads Forum.

Other Public Participation Forums and Players

IDP Representative & Public Participation Forum (Integrated Participatory Planning Forum IPPF)

This forum meets at least four times a year to discuss progress achieved on implementation as well as to give direction around the needs and requirements of the future as contained in IDP. The forum is chaired by the Mayor and is constituted by various government departments, interested parties, organised groups, CBO's, Ward committees and NGO's. Sector department participation is poor though. These 2 meetings have now been combined with the Round table meeting to form an IPPF which meets quarterly.

CDW's & War rooms

CDW's are another resource which the Municipality utilises in order to improve public participation. However, the implementation of this programme remains problematic due to power struggles between ward committees and CDW's. The problem is exacerbated by the fact that CDW's report to and are paid by the Province which means that in essence the municipality has no administrative control over the actions of these individuals. The Municipality has attempted to alleviate the problem by having a quarterly **Round Table** meeting which has now been combined to form an IPPF where issues pertaining to ward issues are discussed. It is chaired by the Speaker and consists of Ward Councillors, Traditional Leaders, LG & TA and CDW's.

War rooms are another forum at ward level where all roleplayers who represent and interest are represented and sector departments. War rooms are functioning but tension is emerging between them and ward committees due to unclear roles. War room members are also asking for stipends like ward committees.

Economic Development Forum

This forum meets on a quarterly basis and consists of all stakeholders involved in LED. They meet to discuss issues and challenges relating to the implementation of LED and the LED Strategy. It is chaired by a Portfolio Councillor.

Communicator's Forum

This forum meets quarterly to discuss issues pertaining to communicators in the region. It consists of local municipal communicators, GCIS and media representatives.

Complaints & Fraud Management

The Municipality has a Community Care Officer who mans the Presidential Hotline as well as regular liaising with Ward Councillors and Ward Committees to ensure that they are kept abreast of any developments and complaints originating in their wards. The Officer contacts the necessary department with the complaint and then monitors it to ensure that it is resolved.

The section has installed a complaints hotline which will be run by interns. In addition, the section runs annual customer satisfaction surveys as well as implementing the customer charter which outlines the level of service which customers can expect from the municipality. The complaint management system is electronic. The Customer Care Officer enters the complaint into the system and assigns it to the responsible official to deal with. If the Official fails to deal with the complaint, the system after a set amount of time refers it to their superior until it eventually lands up with the Municipal Manager. The system is in the process of being implemented. Complaint boxes are also placed in all community halls and at Municipal Offices. The Municipality has an adopted customer care charter and policy which outlines how complaints should be dealt with. This is contained in Annexure 4.

The Municipality adopted its **fraud prevention plan** in December 2008. The plan outlines what is fraud, a code of conduct for employees and Councillors, procedures for reporting fraud and lastly protection of the whistle-blowers. The plan also outlines the policies and procedures that the municipality must implement in order to prevent fraud like supply chain management. The Internal and External Audit as well as the Audit committee are mandated to expose any evidence of fraud.

Most of the recommendations of the plan have been implemented and all employees are inducted about the Code of Conduct. The fact that Senqu has managed to receive an unqualified audit for 4 years indicates that the fraud prevention plan is effective. A few fraud cases have been dealt with in the past but they have been handed over to the SAPS and are now in the legal system.

Audit & Other Committees

Audit Committee and Audit Action Plan

The Municipality does have a functional and effective audit committee. The Audit committee is an oversight committee of the council. The committee fulfils its mandate through the use of the internal audit unit.

As one of its responsibilities, the audit committee oversees the internal audit unit and ensure that it approves an annual and / or three-year internal audit plan to guide the operations of the internal audit unit. The audit committee submits its quarterly meeting dates to the council for approval and ensures that these meetings do take place.

The chairperson of the audit committee reports on the performance of the internal audit unit and the audit committee at the ordinary council after every quarterly audit committee meeting in accordance with the audit committee charter. The chairperson of the audit committee also prepares an audit committee report on the Auditor General's Audit Report for submission to the MPAC and for inclusion to the Annual Report.

The Committee meets to discuss the annual plan/charter of the internal audit unit. A charter was developed. The quarterly performance reports from the departments are also discussed in this committee. The audit committee has an audit committee charter (ACC) which was approved by the council which guides its operations and this charter is reviewed every year.

The following are the audit opinion for Senqu Municipality for the past few years from 2011/12 financial year to date.

2011/12	2012/13	2013/14	2014/15	2015/16	206/17
Unqualified	Unqualified	Clean	Clean	Clean	Clean

The AG's recommendations on both the audit report and management report are populated in the audit action plan where corrective actions, start implementation date and final implementation date as well as the responsible department or section is indicated. The audit action plan is then used by the responsible individuals in order to ensure that corrective actions are being implemented immediately. The manager of the responsible department then monitors the implementation of the audit action plan every month. At the end of every quarter, the coordinating manager obtains the quarterly progress made on the implementation of corrective actions and submit the status to the Accounting Officer as a monitoring tool. The internal audit unit also requests this quarterly progress on the implementation of the corrective actions from the manager in the Municipal Manager's office, conduct their reviews in order to validate the credibility of the progress which is being reported to the Accounting Officer and issue an audit report to the management and presents the report to the audit committee in line with the approved annual internal audit plan for oversight.

The internal audit unit comprises of the following individuals:

The Chief Audit Executive (CAE);

1 x Internal Audit Supervisor;

1 x Senior Internal Auditor; and

2 x Internal Audit Interns

The internal audit unit has an internal audit charter which is reviewed every year and approved by the audit committee as well as the risk based annual operational internal audit plan which is approved by the audit committee.

The Chief Audit Executive reports at every quarterly audit committee meetings on the implementation of the annual operational internal audit plan, reviews the plan as and when necessary and resubmit it to the audit committee for approval.

The Municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file) which sets in place the framework for all information to be collected for the 2017/18 financial year's audit. The municipality prepares an electronic audit file under the direction of the Chief Finance Officer. The order of documentation is placed in the order of financial statements as indicated in GRAP and hyperlinked to relevant line item of the financial statements. Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to continue with the improved audit results

There are some recurring financial issues raised by AG report. Recurring issues are mainly relating to non-compliance with waste management regulations as well as performance information. The audit action plan reflected in the table below is therefore based on the matters of emphasis as well as the areas of non-compliance identified in the Consolidated Audit

Table 66: Audit Action Plan

AUDIT FINDING	PROGRESS
There is no system in place to monitor expenditure on SMME's	A draft policy has been developed
No permits for landfill sites	Still w orking on making sites compliant
Electricity losses are above the acceptable material losses	Looking at installing smart meters

The audit action plan has been developed and monitored on a quarterly basis by the Audit Committee to ensure that the departments concerned have corrected or put measures in place to ensure that these issues will not

reoccur.

Section 80 Committees

The only section 80 committee in Senqu is the Executive Committee, which sits monthly comprising of the Mayor, Chief Whip and Portfolio Councillors. This is because Senqu has an Executive Committee system. The Executive Committee has 5 sub committees each headed by a Portfolio Councillor. These are Technical Services, Finance, DTPS, Community services and Corporate Services.

Section 79 Committees

- ***MPAC Committee***

The MPAC Committee was set up to improve the oversight role of Council. It meets to discuss all issues related to oversight as well as develop the oversight report for Council on an annual basis. The Committee is headed by Cllr M. Mshasha and 6 Councillors. The committee now meets on a monthly basis until it is fully operational and will then meet quarterly

- **Mandate Committee**
- **Remuneration Committee**
- **Strategic and Governance Committee**
- **Ethics Committee**

These committees were approved by Council on the 27th March 2013

Other Committees

IT Steering Committee

This Committee consists of officials from every department and discusses issues relating to IT. This includes the purchasing of software and hardware as well as problems being experienced with the expansion or current usage of the IT system. It meets quarterly.

Budget & IDP Steering Committee

This committee meets according to the annual IDP and budget process plan. It consists of top management officials from each department, Municipal Manager, Mayor and the Finance Portfolio Councillor. It is headed by the Finance Portfolio Councillor and discusses issues relating to the budget and IDP.

Top Management Meeting

This meeting is chaired by the Municipal Manager which meets monthly and discusses issues pertinent to the administration.

Performance Audit Committee

This Committee meets to evaluate the performance of the municipality and S 56 employees on a quarterly basis. It consists of the members of the Audit Committee.

Supply Chain Committees

Senqu has two committees viz the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Bid Committee. The Bid Committee makes the final decision on all tenders except for tenders above R 10 million.

HR Committees

HR has several committees.

- **Local Labour Forum** which consists of selected management, Finance and Corporate Services Portfolio Councillors and the labour Unions to discuss labour issues
- **Training Committee** to discuss the implementation and development of the WSP
- **Employment Equity Committee** to discuss recruitment and selection based on EE principles
- **Placement committee** which meet on an adhoc basis to discuss issues relating to the organisational structure
- **Occupational Health and Safety Committee** which discusses issues relating to the health and safety of officials and the buildings.

SPECIAL GROUPS

The Municipality has an SPU Officer and eventually the unit should receive additional staff. Portfolio Councillors for each area have been allocated from the Executive Committee

HIV and AIDS

An Officer is responsible for HIV and Aids co-ordination in the municipality. An **HIV and Aids Council** co-ordinates HIV and Aids activities in the region. The Council has developed an HIV & Aids mainstreaming policy which has been adopted by Council 27 March 2013. HIV and AIDS ward Committees headed by Ward councillors have been launched in every ward. Council has also adopted a HIV and AIDS strategy for the Municipality.

Youth Council

The Youth Forum has just been reformed and a youth strategy and plan developed for the coming years. A ward youth committee has been launched for every ward. The municipality is increasing its funding to provide for youth projects and ensure that more youth are assisted to find employment through the youth database. The municipality is committed to channelling all job advertisements and bursaries funded by various departments through to Ward Councillors for distribution to the youth. An annual Youth festival is held.

Elderly Forum

The Municipality has a Forum which implements an annual plan based on activities for the elderly and promoting anti elderly abuse.

Women Forum

A women empowerment forum exists led by a Portfolio Councillor from the Executive Committee. A plan is done on an annual basis. The idea behind the forum is to ensure that women are empowered to take advantage of economic opportunities in the region. A ward-based women committee has been launched for every ward.

Persons with Disabilities

Persons with a disability have their own forum, known as the **Disabled Forum** which like the others develops and implements an annual plan based on programmes to promote awareness and recognition for people with disabilities. A database has been developed to indicate disability types so that sector departments may utilise it to increase the level of employment amongst people with disabilities.

Mainstreaming and access to economic opportunity

The Municipality's sector plans all acknowledge the fact that the Senqu population is youthful with a high degree of unemployment. In recognition of this the municipality's infrastructural projects sets youth targets in respect of youth, women and disabled. The municipality also tries where possible to implement job intensive projects. It is experiencing difficulty in promoting people with disabilities as the database of disabilities is not updated. In addition, most projects in the municipality tend to involve physical labour which excludes most type of disabilities. The poor educational facilities in the area for the disabled also precluded people from many types of work as they do not have the necessary work skills to engage in any decent work opportunities. Council adopted a mainstreaming strategy on the 27 March 2013.

CHAPTER SIX: WARD PRIORITIES AND PROJECTS

Ward Priorities

Ward	Programme	Project	2018	2019	2020	2021	2022
WARD 1							
1	Access road and culverts	From Roma to Magubudela and Thozama to Mangwaneni (Maintenance)	X				
	Sport fields	Mbobo (construction), Ndofela, Walaza, Bikizana (blading and furrows)		X	X		X
	Community Halls	Ndofela (Renovations)				X	
WARD 2							
2	Access roads	Palmietfontein to Storomo School, Qhoboshane and kwa-Gcina, Qhimira (Maintenance)	X				
	Sport fields	Qhoboshane, Palmietfontein and Qhimira (Blading and furrow)	X				
WARD 3							
3	Access roads	Mfinci, Qhoboshane, Makalakaleng (Maintenance)	X				
		Ekra (Construction)			X		
	Sport fields	All villages	X				
WARD 4							
4	Access roads	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo (Construction),		X	X		
	Footbridges	Mabele, Makumsha (Construction)		X	X		
	Community Halls	Mkunyazo (Construction)		X			
		Makumsha (Renovations-including Councillor Office)			X		
	Sport fields	Mabele, Makhumsha, Bebeza, Boomplaas, Penhoek, Mkunyazo (blading)	X				
WARD 5							
5	Access roads	Construction & Footbridge – Clinic village to Sakhakude,	X				
		Hillside to Vreistat		X			
		Maintenance – Maqolwaneni, Phelandaba, Zingxengele, Ntabamhlophe, Mission, Rossouw				X	
	Job creation						
	Sport fields	Hillside, Mission, Phelandaba, Rossouw, (blading and furrow)	X				
	Pre-schools	Phelandaba, Clinic Village					X
	Community Halls	Renovations & Councillors Office at Ntabamhlophe & Hillside				X	
	Cemetries - fencing, access roads and new	Zingxengele, Mission, Phelandaba, Clinic Village, Ntabamhlophe, Rossouw, Maqolwaneni, Hillside			X		
WARD 6							
6	Access roads	Construction - Majuba, Rietfontein, Bultfontein, DulciesNek and	X				
		Maintenance of unfinished roads and foot bridges in Musong, Mpoki and Ndungunya			X		
	Community Halls	Renovation incl Councillor office Majuba hall				X	

Ward	Programme	Project	2018	2019	2020	2021	2022
	Pre-schools	Musong and Ndungunya/Letswisa					X
	Sport fields	Mpoki, Musong, Majuba, DulciesNek, Ndunguya, Rietfontein, Builtfontein (blading and furrow)	X				
WARD 7							
7	Access roads and culverts	Maintenance: From Hola to Doqaba; Mguli to Doqaba	X				
		Thaba Lesoba – Marallaneng –Trusting.	X				
	Sport fields	Bamboespruit, Thaba Lesoba, Macacuma (blading and furrow)	X				
WARD 8							
8	Access roads	New Rest – Construction (paving),	X				
		Mokhesi & New Rest maintenance	X				
	Four corner Culverts	New Rest to Lepota					X
	High mast lights	Mokhesi, New Rest			X		
	Pre-schools	Tapoleng					X
	Sport fields	Construction in Mokhesi and maintenance of Patrick Shibane Stadium.	X				X
WARD 9							
9	Access roads	Kromspruit, Lepota, Ngquba, Mlamli – Maintenance	X				
	Footbridges	Lepota to Mokhesi and Tapoleng to Lepota.			X		
	Pre-schools	Zwelitsha.				X	
	Cemetries - fencing, access roads and new	All villages.					X
WARD 10							
10	Access roads	Tienbank, Ehlathini, Matlapaneng, Esilindini, Makhetheng; Tienbank roads: Mlamleli –Corner house and Dr Nkwali to Jordan.	X				
	Footbridges	Between Esilindini and Frans		X			
	Hawker stalls	Sterkspruit CBD (Phase 2)		X			
	Cemetries - fencing, access roads and new	Extension, Matlapaneng, Ou Plaas top, Ekuzoleni, Tienbank.				X	
	Play grounds	Makhetheng, Esilindini, Tienbank, Matlapaneng. (blading and furrow)	X				
	Pre-schools	Matlapaneng					X
	Community Hall	Upgrading of Bhunga hall to a City Hall		X			
	Speed humps	Esilindini/Mqhudini to esilarheni; Zwelitsha/Mfundweni Street; Extension.			X		
WARD 11							
11	Access roads	Dibinkonzo Village: Smith to Sinobomi Project	X				
		Kwelezinja to Ethala,	X				
		Emjikelweni to Ethaleni and Emgqibelweni to Ezintatyaneni (All maintenance	X				
	Community Halls	Renovation incl councillor offices Blue Gums		X			
	Sport fields	Construction of Blue Gums Sports Field				X	
WARD 12							

Ward	Programme	Project	2018	2019	2020	2021	2022
12	Access roads	Roads- Jozana's Hoek, Hlomendlini, Esilindini, Magwiji, Jozana's Nek, Magadla (Maintenance)	X				
		Foot bridges- Magwiji to Jozana's Hoek			X		
		Jozana's Hoek to Mzomhle				X	
		Muny wini/Nodwengu					X
	High mast lights	Esilindini		X			
	Sport fields	Magw iji, Jozana's Hoek, Esilindini, Jozana's Nek, Hlomedlini (blading and furrow)	X				
	Cemetries - fencing, access roads and new	All v illages					X
WARD 13							
13	Access roads	Khiba, Cov ille, Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovane (Maintenance)	X				
	Four corner culverts	Mbonisw eni		X			
	High mast lights	Herschel (RDP houses) consider the smaller version (30m) pending the topography and reach			X		
	Sport fields	All v illages (blading and furrow)	X				
	Cemetries - fencing, access roads and new	Naledi, Herschel, Zava, Thabakoloi, Nkopane, Khiba					X
	Pre-school	Naledi				X	
	Community Halls	Renov ation of Zava and Molweni Bantwana including Councillors offices					X
	Speed humps / Traffic calming	Ntongambini nex t to Herschel	X				
WARD 14							
14	Slabs and lintels	Khw ezi-Naledi at Hillbrow, Steve Tshwete with dish drains		X			
	Pav ing of streets	Stev e Tshwete	X				
		Transw ilger (One Street)		X			
		Khw ezi-Naledi (One Street)		X			
	Speed humps	Stev e Tshwete main road, town next to the hospital, Transw ilger main road, Khwezi-Naledi hall	X				
	Renov ation of stadium	Stev e Tshwete					X
	Construction of new bridge	Nex t to Withuis				X	
	Pre-School	Ex tension of Zanoxolo Creche					X
	Land	For building middle-income houses and churches- Surv eying of sites					
WARD 15							
15	Pav ing of streets	Nkululeko, two streets			X		
	Speedhumps	Rhodes	X				
	Access roads	Dangers' Hoek, Nomlengana, Sjorha, Rockcliff (Maintenance)	X				
	Formalising of informal settlement	Nkululeko township - Survey the required sites					
	Sport fields	Artificial pitch in Nkululeko Sport Ground -second phase.	X				

Ward	Programme	Project	2018	2019	2020	2021	2022
		Dangers' Hoek, Nomlengana, Sjorha, Rockcliff (blading and furrow)					X
WARD 16							
16	Land for purchase for business and residential sites	Boyce Nondala Location, Lulama Location					
		Barkly East Town					
	Street paving	Boyce Nondala Location	X		X		
	Local economic development	Revitalisation of Barkly East					
		Enterprise development for SMMEs					
		Hawker stalls in Barkly East Town				X	
	Cemeteries (identification of land and establishment of cemeteries)	Boyce Nondala and Lulama Locations	X				
	Job creation	Barkly East, Boyce Nondala and Lulama Locations					
	Commonage	Boyce Nondala and Lulama Locations. Land and fencing of pastures. (Overall land availability is a key strategic issue in this ward)	X				
		Securing of land					
		Fencing			X		
	Pre-school	Boyce Nondala Location				X	
	Pedestrian crossing bridge	Crossing from Boyce Nondala to Lulama Locations	X				
	Community Hall	Renovation of Fairview		X			
WARD 17							
17	Access roads and foot bridges	Access Roads- Bensonvale, Hinana, Tapoleng, Masekeleng, Sunduza, Joveleni (Maintenance)	X				
		Foot bridges- Bensonvale to Masekeleng and Joveleni to Sunduza		X			
	Storm water drainage	Bensonvale, Joveleni	X				
	Cemetries - fencing, access roads and new	Joveleni, Hinana, Voyizana	X				X
	Fencing of arable land	Bensonvale, Hinana, Tapoleng		X			
	Job creation and youth development	All villages	X				
	Sports field	Construction of sports field at Show ground, Tapoleng	X				
		All villages (blading and furrow)				X	

Summary of ward Based Plans

Ward based plans and priorities were updated in December 2017 through ward committee meetings and at an IPPF in December 2017.

In general, all wards suffer from poorly maintained road infrastructure. The more mountainous wards suffer from poor radio, television and cellphone reception. More repeaters are required in the Municipality.

A short summary of wards indicate that most have access to water but that the water pressure is low and supply tends to be erratic. The worst affected wards are the following:

W 3 – 2 villages

W4 – 3 villages

W 6 – 4 villages

W 7 – Macacuma

W8 – 4 villages

W 13 suffers from bad water shortages. Up to 2 years in some areas

W17- 4 villages.

Sanitation provision is good apart from W 3- 2 villages, W 4 has no sanitation at Mabele. Ward 8 has 4 villages without and Ward 6 has Mpoki without. Ward 16 suffers from toilets at Rhodes in the informal areas. Electricity is supplied to many except new extensions and a few houses caught between. W 16 at Nomlengana has no electricity, W 1 at Walaza, 6 villages in W2 and 2 villages in W 17.

There are 15 clinics in the area but all suffer from limited supply of medication and staff. There are 64 Junior schools and 13 high schools with none in Wards 8 & 6. Agricultural infrastructure is poorly maintained with requests for more dipping tanks and stock dams as well as fencing. There are only 15 dipping tanks and 11 stock dams. Shearing sheds number 30 in total.

CHAPTER SEVEN: VISION & OBJECTIVES

Vision
"A unified, people-centred, developmental and vibrant municipality"

Mission
In order to achieve its vision, Senqu Municipality will:

- Promote a culture of good governance,
- Promote a culture of performance excellence,
- Develop and maintain appropriate and economically run infrastructure,
- Develop and retain human capital,
- Implement a zero-tolerance campaign against corruption,
- Promote a conducive environment to stimulate economic development,
- Implement appropriate financial management systems to ensure the continued growth and viability of the Municipality,
- Ensure regular and scheduled public interaction with communities to enhance accountability and people-centred planning,
- Provide basic service delivery needs to communities in an equitable manner,
- Encourage the maintenance of a safe and healthy environment,

Values
To achieve its mission, Senqu Municipality embraces the following values:

- People first (Batho pele)
- Integrity and honesty
- Transparency and fairness
- Accountability
- Excellence
- Humility
- Respect and tolerance for cultural diversity
- Discipline

Vision 2030
Senqu Municipality wants to improve the financial viability of the Municipality by increasing the revenue through the following:

1) Activating the rural economy by:

    - Improving the condition of the Municipal road infrastructure through additional equipment and staff and signage of areas

- Engaging in partnerships with sector departments to improve road infrastructure
- Packaging tourism products per region and assisting tourism organisation to promote and market the area
- Ensuring that tourism owners are graded and maintain certain standards
- Increasing the reach of the Municipality in rural electrification
- Promoting the usage of alternate energy sources and investment by Independent power suppliers
- Engaging in partnerships with the relevant sector departments to fence off demarcated agricultural areas and decrease stock numbers for communal areas to recover grass
- Mentor projects on how to produce and market goods together with necessary business skills
- Encourage the procurement of goods and services from locally based businesses
- Engage and partner the private sector to create upstream and downstream agricultural industries like the Agri-parks
- Identifying available land for agricultural and residential purposes in partnership with traditional Leaders
- Formalising all rural villages so that those who can pay for services will

2) Develop and maintain urban areas to attract investors and residents by:

- Beautifying CBD areas through the planting of trees and flowers
- Creating jobs in waste industries through recycling
- Maintaining law and order through the enforcement of bylaws
- Regular maintenance of Municipal Buildings
- Creating partnerships with DPW to maintain their buildings in good order
- Fining residents for unsightly and uncared private residences and erfs
- Cutting grass along sidewalks and in cemeteries and parks on a regular basis
- Patch potholes and keep gravelled streets in good conditions
- Pave all new and existing urban roads
- Maintaining and developing new storm water drainage
- Engaging residents to develop underutilised and unserviced grounds
- Impounding stray animals
- Maintaining strict stock numbers on the commonage and rotating stock to maintain the veld condition of the commonage
- Improving and maintaining electrical infrastructure
- Forming partnerships with Sentech to improve and maintain the existing telecommunications network
- Improve and maintain telecommunications
- Involve residents in the maintenance and beautification of their environment
- Providing land for development purposes in conjunction with traditional leadership
- Formalising townships around existing urban areas and providing security of tenure
- Increasing the level and frequency of refuse collection
- Enforcing adherence to environmental legislation
- Building and maintaining parks and municipal sports facilities

3) Improve the functioning and transparency of the Municipality by:

- Implementing a performance management system that assesses all staff on an annual basis based on organisational and departmental targets
- Ensuring that community complaints are dealt with in a systemic manner
- Ensuring that an effective public participation system is developed and implemented
- Ensuring that all records and information are effectively filed and maintained
- Training officials in customer relations and how to deal with complaints
- Training officials to be able to communicate effectively in all 3 languages spoken in the area
- Utilising interactive social media platforms to keep residents updated on municipal plans and progress
- Ensuring that all bills are correct to encourage payment for services

4) Stimulating the local economy by:

- Engaging traditional authorities to participate in all development opportunities
- Engaging private business on development opportunities and what the municipality can do to assist
- Engaging with sector departments to increase FET and other tertiary institutions in the area
- Engaging with sector departments to improve the general level of education and health services offered in the area

Municipal Priorities

The following Municipal priorities were identified through the Mayoral outreach, Integrated Participatory Planning Forum and IDP & Budget Steering committee.

1. Service Delivery – solid waste management, electricity losses in Sterkspruit
2. Access roads (villages)
3. Access to land – shortage, bulk unserviced sites, land tenure, invasions, surveying
4. Local economic development
5. Job creation
6. Youth development and employment
7. Revenue enhancement

Key Performance Areas

For the Municipality to effectively deal with underdevelopment and poverty, the following Key Performance Areas were identified for measurable performance within a defined framework.

1. Good governance & public participation

2. Municipal transformation and institutional development
3. Municipal financial management and viability
4. Local economic development
5. Basic Service delivery and infrastructure

These 5 key performance areas are derived from the 5-year local government strategic agenda.

Alignment with District, provincial and National Priorities

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
2. Strengthen skills and human resource base. 8. Pursuing African advancement and enhanced international cooperation. 10. Building a developmental state including improvement of public services and strengthening democratic institutions.		Strategic Priority 2: Massive programme to build social and economic infrastructure. Strategic Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable communities	Municipal Transformation and Institutional Development	Outcome 1: Quality basic education. Outcome 5: Skilled and capable w orkforce to support an inclusive growth path. Outcome 3: All people in SA are and feel safe. Outcome 9: Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empow ered fair and inclusive citizenship.
5.Intensify the fight against crime and corruption;		Strategic Priority 6: Intensifying the fight against crime & corruption;	Municipal Financial Viability and Management	Outcome 9; Responsive, accountable, effective and efficient Local Government System
5. Intensifying the fight against crime and corruption. 7. Build cohesive, caring and sustainable communities. 8. Pursuing African advancement and enhanced international cooperation. 10, Building a	Job driver 4: investing in social, capital and public services	Strategic Priority 6: Intensify the fight against crime and corruption. Strategic priority 8: Building cohesive and sustainable communities.	Good Governance and Public Participation	Outcome 7: Vibrant, equitable, sustainable rural communities contributing tow ards food security for all. Outcome 9; Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empow ered, fair and inclusive citizenship. Outcome 11: Create a better South Africa, better Africa and a better world.

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
developmental state including improvement of public services and strengthening democratic institutions				
1. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods; 4. Comprehensive rural development strategy linked to land and agrarian reform & food security.	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods; Strategic Priority 3: Rural development, land & agrarian reform and food security; Strategic Priority 2: Massive programme to build social & economic infrastructure. Strategic Priority 8: Building cohesive & sustainable communities.	Local Economic Development	Outcome 4: Decent employment through inclusive economic growth. Outcome 6: An efficient competitive and responsive economic infrastructure network. Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all. Outcome 8: Sustainable human settlements and improve quality of household life. Outcome 10: Protect and enhance our environmental assets and natural resources.

Municipal Strategic Development Objectives

The detailed inputs, indicators and outputs are contained in the SDBIP and score cards.

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 1: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT								
TRAFFIC & LAW ENFORCEMENT - BSD01	To ensure that the traffic section operates effectively and efficiently	Investigation of the feasibility of constructing and operating a licencing centre in Sterkspruit by 30 June 2020		Investigation of the feasibility of constructing and operating a Sterkspruit licencing centre				Community Services
		5192 people tested on learners' licences	644 (BE)	644 (BE)	1288 (BE & SS)	1288	1288	
		6845 Number of Road Offense Tickets issued within Senqu Municipality to road users	1369	1369	1369	1369	1369	
		235 vehicles tested for roadworthiness in Barkly East	47	47	47	47	47	
		452 vehicles registered annually	452	452	452	452	452	

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		4874 Vehicles licenced annually	4874	4874	4874	4874	4874	
		2573 tested on drivers licence annually	2573	2573	2573	2573	2573	
ROADS, BRIDGES, STORMWATER AND TRANSPORT INFRASTRUCTURE- BSD02	To provide sustainable infrastructure development by building and maintaining access roads, bridges and storm water	1 annual implemented access road maintenance plan	1 annual implemented access road maintenance plan	1 annual implemented access road maintenance plan	1 annual implemented access road maintenance plan	1 annual implemented access road maintenance plan	1 annual implemented access road maintenance plan	Technical Services
		Construction of roads and stormwater in annually identified wards as per the budget & Capital Investment Plan	No of km: Paved & gravel Roads No of km of stormwater	No of km: Paved & gravel Roads No of km of stormwater	No of km: Paved & gravel Roads No of km of stormwater	No of km: Paved & gravel Roads No of km of stormwater	No of km: Paved & gravel Roads No of km of stormwater	
		Construction of pedestrian and vehicle bridges in annually identified wards as per the budget & Capital Investment Plan	No of bridges:	No of bridges	No of bridges	No of bridges	No of bridges	

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		Construction of speed control humps in identified area		Construction of 3 speed control humps in Rhodes Construction of 10 speed control humps in Lady Grey				Technical services
		Establish a roads & storm water master plan		Appointment of PSP for Roads & storm water master plan	Continued appointment until completion			
		Start process of registered borrow pits				Continued PSP appointment for borrow pits	Continued PSP appointment for borrow pits	
INDOOR RECREATIONAL COMMUNITY FACILITIES - BSD03	To ensure effective management and maintenance of indoor recreational community facilities	All wards to have 1 central indoor recreational facility and maintenance of existing facilities	1 new hall and maintenance and upgrading of existing facilities	Maintenance and upgrading of existing facilities	maintenance and upgrading of existing facilities	maintenance and upgrading of existing facilities	maintenance and upgrading of existing facilities	Community Services & Technical services
CEMETRIES AND PAUPER BURIAL- BSD04	To ensure effective management, construction and	Construct 7 cemeteries	0	1	0	3	3	Community Services with Technical Services

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	maintenance of cemeteries and pauper burials	Maintain cemeteries as per the maintenance plan	Maintained cemeteries	Maintained cemeteries	Maintained cemeteries	Maintained cemeteries	Maintained cemeteries	Community Services
		Facilitate Pauper burials as and when required	No of pauper burials	No of pauper burials	No of pauper burials	No of pauper burials	No of pauper burials	
SPORTS BSD05	To construct, maintain, identify, establish and upgrade existing urban sportsfields	1 annually implemented municipal sportsfield maintenance plan	No of sportsfields maintained	No of sportsfields maintained	No of sportsfields maintained	No of sportsfields maintained	No of sportsfields maintained	Community Services
		Develop 1 central sportsfields by 2021/2022					Bluegums	
		Municipal sports audit on utilised sportsfields in rural areas		Municipal sports audit				
LIBRARIES – BSD06	To provide library services to all residents	All urban areas to have well maintained libraries with staff	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Community Services
PARKS AND PUBLIC OPEN SPACES - BSD07	To create a healthy and sustainable environment by maintaining and	To develop and maintain parks and caravan parks through an annual maintenance plan	No of parks maintained No of caravan parks	No of parks maintained No of caravan parks	No of parks maintained No of caravan parks	No of parks maintained No of caravan parks	No of parks maintained No of caravan parks	Community Services

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	developing public open spaces							
		1 implemented annual operation plan by 30 September on greening, street sweeping and cutting of grass	1 implementation plan & quarterly implementation reports	1 implementation plan & quarterly implementation reports	1 implementation plan & quarterly implementation reports	1implementation plan & quarterly implementation reports	1 implementation plan & quarterly implementation reports	
LICENSING AND CONTROL OF ANIMALS - BSD08	To maintain and control the municipal commonage	No municipal commonage to exceed its annual animal carrying capacity as per the adopted commonage management plan	No of animals as per the commonage management plan	No of animals as per the commonage management plan	No of animals as per the commonage management plan	No of animals as per the commonage management plan	No of animals as per the commonage management plan	Community Services
		Fenced camps and constructed water points as per the commonage management plan annual implementation plan	1 Annual Commonage management plan implementation plan adopted by 31 August Quarterly implementation reports	2 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	3 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	4 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	5 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To maintain and effectively operate the pounds	1 constructed, functional and compliant central municipal pound in Lady Grey			Construction of Pound in lady Grey	Quarterly Lady Grey pound reports	Quarterly Lady Grey pound reports	Community Services with Technical Services
		Upgrading of animal collection points in Barkly East, Rhodes and Sterkspruit			Upgrading of Lady Grey Pound	Upgrading of Sterkspruit animal collection point		
WASTE MANAGEMENT BSD 09	To improve the quality of life for residents by increasing the % of households receiving basic refuse collection	Increase h/hold refuse collection in all urban areas through annual operational plan	Increase h/hold refuse collection in all urban areas through annual operational plan	Increase h/hold refuse collection in all urban areas through annual operational plan	Increase h/hold refuse collection in all urban areas through annual operational plan	Increase h/hold refuse collection in all urban areas through annual operational plan	Increase h/hold refuse collection in all urban areas through annual operational plan	Community Services
	To reduce waste through awareness campaigns	Quarterly waste education and awareness campaigns in a community. (4 per year)	4 waste education and awareness campaigns	4 waste education and awareness campaigns	4 waste education and awareness campaigns	4 waste education and awareness campaigns	4 waste education and awareness campaigns	
	To effectively manage and reduce waste	2 Operational Weighbridges at landfill sites in Lady Grey & Barkly East	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		to indicate amount and type of waste.						
		Construction of 4 solid waste sites, upgrading of 1 site, closure of 2 sites, 2 lined sites in BE & LG in accordance with NEMWA	2 lined sites in BE & LG in accordance with NEMWA	Start Construction on Herschel, Rhodes & Rossouw sites Complete Start lining of Lady Grey and Barkly East SWS.	Complete construction of Herschel & Rossouw sites Start construction of new SWS for Sterkspruit Begin closure process of Sterkspruit old SWS	Completion of Rhodes SWS Completion of new SWS for Sterkspruit Complete closure of old Sterkspruit SWS Planning for closure of old Rhodes SWS	Completion of Rhodes SWS closure Completion of Rhodes SWS closure	Community Services & Technical Services
FREE BASIC SERVICES BSD 10	That all registered indigent households receive free basic electricity and refuse removal	Compilation of an indigent register and annual updating of the indigent register through the B\FBS Indigent Committee by 15 December	Data Collected & captured	Data updated	Data updated	Data updated	Data updated	Finance
		Annually report on the % of households earning less than 2 state pensions with access to free basic	Annual report	Annual report	Annual report	Annual report	Annual report	

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		electricity of 50 kw per month and refuse removal by 30 June						
ELECTRICITY AND STREET LIGHTING BSD11	To maintain the existing electrical infrastructure through replacement of outdated equipment and installation of new equipment in order to reduce losses and ensure compliance	Installation of AMI meter system, upgrading of distribution networks, maintenance on infrastructure and street lighting. Installation and replacement of 485 fittings	Replace electrical meters and a conductor Install new fittings	Replace electrical meters and a conductor Install new fittings	Replace electrical meters and a conductor Install new fittings	Replace electrical meters and a conductor Install new fittings	Replace electrical meters and a conductor Install new fittings	Technical Services
	To reduce Senqu electricity backlogs by assisting Eskom with electrification of rural areas as identified by Council.	690 rural connections	R 5 000 000 approved by DoE for pre-engineering & construction (323 new connections in wards 2 &3)	Pre-engineering & Construction (DoE dependent)	Pre-engineering & Construction (DoE dependent)	Pre-engineering & Construction (DoE dependent)	Pre-engineering & Construction (DoE dependent)	
OFFICE SPACE BDS12	To provide office space and parking by	Construction of parking bay in Lady Grey	Construction completion for parking bay	Construction for LG	Completion for LG	Reports on Implementation of annual maintenance plan	Reports on Implementation of	Corporate Services &

Focus area and IDP No	Strategic Objective	New 5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	building new offices and renovating existing buildings			Reports on Implementation of annual maintenance plan	Reports on Implementation of annual maintenance plan		annual maintenance plan	Technical Services
		Renovation of 2nd Floor Offices in LG						
LICENSING OF BUSINESSES BSD 13	To ensure that all businesses operating in the Municipality have licences and are operating according to legislation by 2022	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Community Services
		Demarcation of informal trading areas in Sterkspruit by 30 June 2020	*	*	Demarcation of informal trading areas in Sterkspruit by 30 June 2020	*	*	
PRE-SCHOOLS BSD 14	To construct pre-schools in accordance of a Municipal conducted Audit on usage and maintenance of facilities	Municipal Audit on pre-schools conducted	Undertake municipal audit					Community Services

<table>
<tr><th rowspan="2">Focus area and IDP No</th><th rowspan="2">Strategic Objective</th><th rowspan="2">5-year Target</th><th colspan="5">Annual Goals</th><th rowspan="2">Responsible Department</th></tr>
<tr><th>2017-18</th><th>2018-19</th><th>2019-20</th><th>2020-21</th><th>2021-2022</th></tr>
<tr><td colspan="9">KPA 2: LOCAL ECONOMIC DEVELOPMENT</td></tr>
<tr><td>TOURISM LED 01</td><td>To promote responsible tourism, arts and heritage through continued support to local initiatives</td><td>1 Reviewed and implemented tourism plan</td><td>Reviewed tourism plan by 30 June 2018</td><td>Signage of tourism sites, marketing, support of local events and improving tourism infrastructure</td><td>Signage of tourism sites, marketing, support of local events and improving tourism infrastructure</td><td>Signage of tourism sites, marketing, support of local events and improving tourism infrastructure</td><td>Signage of tourism sites, marketing, support of local events and improving tourism infrastructure</td><td>D & TPS</td></tr>
<tr><td rowspan="3">LED 02</td><td rowspan="3">To promote and attract development in the local economy through implementation of the LED strategy</td><td rowspan="3">1 Reviewed and implemented LED strategy</td><td rowspan="3">Reviewed LED strategy plan by 30 June 2018</td><td>No of jobs created through the LED iniatives including capital projects (250) i.e. EPWP & CWP</td><td>No of jobs created through the LED iniatives including capital projects (250) i.e. EPWP & CWP</td><td>No of jobs created through the LED iniatives including capital projects (250) i.e. EPWP & CWP</td><td>No of jobs created through the LED iniatives including capital projects (250) i.e. EPWP & CWP</td><td rowspan="2">D &TPS</td></tr>
<tr><td>4 meetings with LED structures</td><td>4 meetings with LED structures</td><td>4 meetings with LED structures</td><td>4 meetings with LED structures</td></tr>
<tr><td>Quarterly reporting on 30 % of all infrastructure projects to go to SMMES through sub contractors & buying of products</td><td>Quarterly reporting on 30 % of all infrastructure projects to go to SMMES through sub contractors & buying of products</td><td>Quarterly reporting on 30 % of all infrastructure projects to go to SMMES through sub contractors & buying of products</td><td>Quarterly reporting on 30 % of all infrastructure projects to go to SMMES through sub contractors & buying of products</td><td>All</td></tr>
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<tr><th>2017/18</th><th>2018/19</th><th>2019/20</th><th>2020/21</th><th>2021/22</th></tr>
<tr><td colspan="9">KPA 3: LOCAL MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY</td></tr>
<tr><td rowspan="2">SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01</td><td rowspan="2">To ensure the efficient and effective procurement of goods and services</td><td>To ensure that bid committees function in accordance with SCM legislation</td><td>Quarterly reports on bid committee functionality</td><td>Quarterly reports on bid committee functionality</td><td>Quarterly reports on bid committee functionality</td><td>Quarterly reports on bid committee functionality</td><td>Quarterly reports on bid committee functionality</td><td rowspan="2">Finance</td></tr>
<tr><td>Legislative compliance of supply chain management</td><td>Quarterly reports</td><td>Quarterly reports</td><td>Quarterly reports</td><td>Quarterly reports</td><td>Quarterly reports</td></tr>
</table>

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		1 roadshow a year in LG, Sterkspruit & BE	Annual roadshow in LG, BE & Sterkspruit	Annual roadshow in LG, BE & Sterkspruit	Annual roadshow in LG, BE & Sterkspruit	Annual roadshow in LG, BE & Sterkspruit	Annual roadshow in LG, BE & Sterkspruit	
		Annual stock count report to CFO.	Annual stock count.	Annual stock count.	Annual stock count.	Annual stock count.	Annual stock count.	
ASSET MANAGEMENT- MFMV02	To ensure monitoring of Municipal Assets per Department through regular asset checks and reporting	Annual asset count & fleet management report. Quarterly Departmental stock counts undertaken by departmental staff and reported to Department Directors	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Finance
		Fully GRAP Compliant Asset register	Fully GRAP Compliant Asset register				Development of asset management plan	
		Annual insurance portfolio update and monthly claim reports	Monthly reports of claims to CFO	Monthly reports of claims to CFO	Monthly reports of claims to CFO	Monthly reports of claims to CFO	Monthly reports of claims to CFO	
		Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	
		Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
FINANCIAL MANAGEMENT - MFMV03	To annually assess and report on the % of the budget spent on implementing its WSP and financial viability as expressed by the following ratios: A(debt coverage) = B (total op rev received) - C (op grants) divided by D (debt service payment due within the FY) A (outstanding service debtors to revenue) = B (total outstanding debt) divided by C(actual rev received for services) A (cost coverage) = B (all available cash at a particular time) + C (investments) divided by D (Monthly fixed opl expenditure)	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Finance
	To annually report on the % of the Municipality's budget actually spent on capital projects identified a particular financial year in terms of the Municipality's IDP	Annual report by CFO	Annual report by CFO	Annual report by CFO	Annual report by CFO	Annual report by CFO	Annual report by CFO	
	To expand and protect the municipal revenue base by providing accurate	All bills are accurate and delivered and processed monthly	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	bills for services rendered	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	
		Revenue enhancement strategy that will incorporate the moving of all residential customers and small business using below 60 Amp to prepaid	Adopted strategy	Moving all residential customers to prepaid including small businesses using below 60Amp	Implementation	Implementation	Implementation	
		To comply with the MFMA prescripts by submitting various documents such as the AFS	Submission of MFMA required documents timeously	Submission of MFMA required documents timeously	Submission of MFMA required documents timeously	Submission of MFMA required documents timeously	Submission of MFMA required documents timeously	
		Ensure financial viability by regular reports on the amount of expenditure on the capital and operational budget including conditional grants by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	
		To expand and protect the municipal revenue base by implementing the valuation roll and increasing % of	Annual supplementary and develop valuation roll	Develop roll	Implement roll 1 July 2018/19 FY	Supplementary roll	Supplementary roll	

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		actual revenue collected						Finance
		To expand and protect the municipal revenue base by increasing % of actual revenue collected to 95 %	95%	95%	95%	95%	95%	
		To decrease unauthorised, irregular, fruitless, wasteful expenditure and minor breaches through regular reporting	Decrease in unauthorised, irregular, fruitless, wasteful expenditure (Council Q) and minor breaches (MM) monthly	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports	
PAYROLL - MFMV04	To ensure good payroll management and implementation	All salaries paid timeously as per Council schedule	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	Finance
BUDGET COMPILATION - MFMV05	To ensure compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Finance

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
REPORTING - MFMV06	To develop and submit S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	Finance
IT - MFMV07	To ensure a continually secure, effective and efficient ICT service through implementation of ICT policies and plans and upgrading of ICT equipment	Reports if there is more than 3 hours of downtime on the primary domain controller, email server, financial server (EMS) and backup server	Reports	Reports	Reports	Reports	Reports	Finance
		Upgraded security of IT & server rooms and equipment including servers in all buildings	Procurement of server & reports	Reports	Reports	Reports	Reports	
		To ensure that disaster recovery plans are fully implemented	Reports	Reports	Reports	Reports	Reports	

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT								
SKILLS DEVELOP MENT - MTID01	To develop and implement an effective HR strategy	To align the HR strategy with the IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Corporate Services

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To develop, adopt and implement the workplace skills plan (WSDP). To submit the skills plan and annual training report as legislated	To develop, adopt and implement the workplace skills plan (WSDP). To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	
EMPLOYMENT EQUITY - MTID02	To develop and implement the employment equity plan as per the set targets in accordance with the Employment Equity Act	To develop and implement the employment equity plan as per the set targets in accordance with the Employment Equity Act To submit the annual report as legislated	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Corporate Services
	No of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	No of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	
RERUITMENT, SELECTION AND EMPLOYEE MANAGEMENT	To ensure that the organisational structure of the Municipality is aligned to its present and future staffing needs and requirements	Annual review of organogram	Annual review of organogram	Annual review of organogram	Annual review of organogram	Annual review of organogram	Annual review of organogram	Corporate Services

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To ensure effective management of staff and policy and procedure processes through job descriptions, leave management and clock in systems	Effective implementation of HR policies such as leave	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	
EMPLOYEE WELLNESS PROGRAMME - MTID04	To ensure the physical and mental well-being of employees through the implementation of an employee wellness programme	Annual employee wellness programme by the end of Quarter 1	Annual employee wellness programme by the end of Quarter 1	Annual employee wellness programme by the end of Quarter 1	Annual employee wellness programme by the end of Quarter 1	Annual employee wellness programme by the end of Quarter 1	Annual employee wellness programme by the end of Quarter 1	Corporate Services
OCCUPATIONAL HEALTH AND SAFETY - MTID05	To ensure that all Senqu buildings and staff adhere to and implement OHS legislation	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	Corporate Services

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
LOCAL LABOUR FORUM - MTID 06	To ensure a good relationship between management and employees through regular interactions on labour issues	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Corporate Services
LEGAL SERVICES – 07	To ensure that the Municipality implements sound management controls in order to mitigate against unnecessary litigation	Annual report on the status of municipal lease agreements & litigation	Annual report on the status of municipal lease agreements & litigation	Annual report on the status of municipal lease agreements & litigation	Annual report on the status of municipal lease agreements & litigation	Annual report on the status of municipal lease agreements & litigation	Annual report on the status of municipal lease agreements & litigation	Corporate Services
POLICIES AND BY-LAWS - MTID 08	To review and implement departmental policies, procedures, procedure manuals and by laws annually	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by the end of Quarter 4	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by the end of Quarter 4	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by the end of Quarter 4	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by the end of Quarter 4	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by the end of Quarter 4	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by the end of Quarter 4	Corporate Services & DTPS

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
BUILDINGS - MTID 09	To ensure that municipal buildings and assets are maintained and secured	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Corporate Services
RECORDS MANAGEMENT - MTID10	To ensure that Municipal information is kept secure and filed and archived according to legislation	Fully functional document system by 2022	Document system	Document system	Document system	Document system	Document system	Corporate Services
PERFORMANCE MANAGEMENT AND REPORTING - MTID11	To ensure that a system of departmental and individual performance management system is implemented	An implemented system of departmental and individual performance management system in implemented by 2022	Implemented PMS	Implemented PMS	Implemented PMS	Implemented PMS	Implemented PMS	D & TPS
SPATIAL PLANNING - MTID12	TO implement SPLUMA regulations	Implemented adopted SPLUMA schedule						D & TPS
	To ensure adherence to town planning and	Implemented town planning and building control legislation						

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	building control legislation	Land invasion strategy & implementation thereof						
	To manage urbanisation of existing urban areas	To extend town boundaries to incorporate former communal villages to increase the rate base (Vision 2030)						
INTEGRATED DEVELOPMENT PLANNING - MTID13	To ensure development and adoption of the IDP and budget process plan and IDP s per legislated timeframes	Adopted IDP and budget process plan and reviewed IDP	Adopted IDP and budget process plan and reviewed IDP	Adopted IDP and budget process plan and reviewed IDP	Adopted IDP and budget process plan and reviewed IDP	Adopted IDP and budget process plan and reviewed IDP	Adopted IDP and budget process plan and reviewed IDP	D & TPS
	To co-ordinate meetings of the IPPF and IDP and Budget steering committee Meetings	Quarterly meetings of IPPF and IDP & budget Steering Committee Meetings	Quarterly meetings of IPPF and IDP & budget Steering Committee Meetings	Quarterly meetings of IPPF and IDP & budget Steering Committee Meetings	Quarterly meetings of IPPF and IDP & budget Steering Committee Meetings	Quarterly meetings of IPPF and IDP & budget Steering Committee Meetings	Quarterly meetings of IPPF and IDP & budget Steering Committee Meetings	
PMU REPORTING MTID14	To ensure capital infrastructure management and reporting	To ensure capital infrastructure management, implementation and reporting	Annual reporting on the MIG expenditure	Ongoing	Ongoing	Ongoing	Ongoing	Technical services
HOUSING MTID15	To ensure equitable access to housing for communities	To review and implement the housing sector plan by 30 June 2018	Housing sector plan					D & TPS

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		Develop and implement a strategy on accreditation for the housing unit by 30 June 2020			Develop and implement a strategy on accreditation for the housing unit by 30 June 2020			
		To develop a strategy for bulk infrastructure for the development of integrated human settlements by 30 June 2019		Bulk infrastructure plan				

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 5: PUBLIC PARTICIPATION & GOOD GOVERNANCE								
RISK & FRAUD PREVENTION GGPP01	To promote and instil good governance practices within Senqu municipality	Developed and implemented departmental risk action plans including quarterly risk reports						D & TPS
		Implemented fraud prevention policy						
COMPLIANCE GGPP02	To ensure compliance with all legislated deadlines such as MFMA & MSA, mSCOA regulations, IDP and budget dates	Developed annual compliance register						D & TPS

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
OVERSIGHT - GGPP03	To ensure quarterly sittings of MPAC and the Audit and Performance Committee and the annual preparation of an annual oversight report	Quarterly sittings of MPAC and the Audit and Performance Committee and the annual preparation of an annual oversight report by end of March						Office of the MM
	To ensure that Council, Exco and Top Management meetings are held regularly and that resolutions are implemented.	Quarterly sitting of Council, monthly sitting of Ex-Co, Quarterly Top Management & Quarterly Broad Management with tracked resolutions						Corporate Services
	To ensure good governance through the monitoring of the implementation of the OPCAR and Audit action plan	Annual development and implementation of the audit action plan & dashboard						Office of the MM & DTPS
		Annual development and implementation of an OPCAR						Finance
CUSTOMER CARE & PUBLIC PARTICIPATION GGPP04	To promote interactive communication with customers around service delivery issues	4 quarterly meetings of ward committees & 4 IPPF meetings	4 quarterly meetings of ward committees & 4 IPPF meetings	4 quarterly meetings of ward committees & 4 IPPF meetings	4 quarterly meetings of ward committees & 4 IPPF meetings	4 quarterly meetings of ward committees & 4 IPPF meetings	4 quarterly meetings of ward committees & 4 IPPF meetings	Corporate Services
		Implemented computerised customer care compliant system by 30 June 2018 and annual customer satisfaction surveys	Implemented computerised customer care compliant system by 30 June 2018	Annual customer levels of satisfaction external service provider	Annual customer levels of satisfaction external service provider	Annual customer levels of satisfaction external service provider	Annual customer levels of satisfaction external service provider	

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To ensure regular participation of the public and interaction with the public through the public participation plan, Imbizos and meetings such as IPPF etc	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 IPPF & 2 outreaches. Mayoral budget speech	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 IPPF & 2 outreaches. Mayoral budget speech	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 IPPF & 2 outreaches. Mayoral budget speech	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 IPPF & 2 outreaches. Mayoral budget speech	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 IPPF & 2 outreaches. Mayoral budget speech	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 IPPF & 2 outreaches. Mayoral budget speech	
MAINSTREAMING - GGPP05	To promote the mainstreaming and upliftment of HIV and AIDS, women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects	4 awareness campaigns, monthly condom distribution,4 LAC meetings. Reviewal of strategy	Reviewal of strategy	4 awareness campaigns, monthly condom distribution,4 LAC meetings. Reviewal of strategy	5 awareness campaigns, monthly condom distribution,4 LAC meetings. Reviewal of strategy	6 awareness campaigns, monthly condom distribution,4 LAC meetings. Reviewal of strategy	7 awareness campaigns, monthly condom distribution,4 LAC meetings. Reviewal of strategy	Corporate Services
		4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	
		Annual Mayoral cup to develop sport in the Municipality and annual Youth Festival to promote community cohesion	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	
			Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Office of the MM
COMMUNICATIONS & MARKETING, GGPP06	To ensure that the communication strategy is implemented so that the public are kept informed about municipal activities and programmes	Development of social media platforms and a policy by June 2018						Office of the MM
		Update & maintain the Municipal website so it is complaint and user friendly						

Focus area and IDP No	Strategic Objective	5-year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		4 stakeholder engagements a month, 16 radio engagements per y ear and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per y ear and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per y ear and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per y ear and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per y ear and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per y ear and 4 media opinion pieces	

SECTOR DEPARTMENTS PROJECTS

DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENTAL AFFAIRS & TOURISM

Name of Company	Company Location	SERVICES	AMOUNT	Funder
Aligeo Guest House	Sterkspruit	Hospitality /Tourism	R 488 600 .00	ECDC
Senthaba Trading cc	Sterkspruit	Serv ices	R 205, 687.16	ECDC
Lukhany o Veg and Crop Primary Cooperativ e LTD	Sterkspruit	Primary agricultural production	R447 387 .00	ECDC
Sunduza Junior Secondary School	Sterkspruit	Installation of Computer Lab (18 computer and Science lab)	R 2 500 000	ECGB
Herschel Sand Stone	Herschel	Due diligence		

Project	Scope	Target	Budget	Status
Rhodes 200	87	0	R 1, 000 M	Construction completed
Sterkspruit 4000 (539, 506 & 314)	4000	334	R 54,384 M	Under construction
Barkly 298	298	0	R 0 mil	Contractor is recently appointed by JGDM
Senqu Destitute	100	15	R 2 607M	Under construction
Disaster	5	3	R 0.521M	Bid Ev aluation

Barkly East /Rossouw 102	02 units 100 elect	02 units & 100 elec. cubing	R 0 .950mil	Active
Lady Grey 50	50	Ben. Admin and transfers	R 0.150mil	
352 HOUSING UNITS IN SLM.			R 58 612 000	

DEPARTMENT OF SPORTS, ARTS, CULTURE AND RECREATION

ARTS & CULTURE			
Event	**Date**	**BUDGET**	**Venue**
Film Marketing and Distribution Workshop (20 Practitioners)	24-28 July 2018	R 20 666	All the 3LMs
Indigenous Music Research	18-Oct	R 40 000	Senqu
Choral Music Festival	06-Oct-18	R 87 000	Sterkspruit
District language awareness seminar (Setlokwa)	19-Feb	R 47 000	Sterkspruit
Sub Total		R 194 666	
MUSEUMS & HERITAGE SERVICES			
DGNC – Public hearings	Apri 2018-March 2019	R 20 000	All LMS
Refurbishment of (Infrastructure)	Jan-March 2019	R 50 000	Barkly East
Museums	Jan-March 2019	Head Office)	
Subsidies to Museums	April 2018-March 2019	105 000	Barkly East
Sub Total		175 000	
LIBRARIES & INFORMATION SERVICES			
Library subsidies	April 2018-March 2019	R1,5M	Senqu
District Word fest build up	18-Jun	R 14 000	Senqu
South African Library Week build-ups	19-Feb	R 70 000	Senqu
Sub Total		R1,584 M	
RECREATION DEVELOPMENT			

Support Public Sector Sport Leagues		R 80 000	Sterkspruit
Soccer, Netball Volley ball, Chess, Morabaraba Jukskei	05-May-18		
Tug of war, Lawn tennis, Table tennis	10-Aug-18		
Pool table, Darts)	22-Sep-18		
Support Horse Riding & Racing Festival-	06-Jul-18	R 60 000	Sterkspruit
District Recreation Council Meetings	08-Feb-19	R 25 000	Barkly East
Recreation Festivals	26-May-18	R 92 000	Macacuma
Support Good Will Games(Sanlam):	23-Nov-18		Aliwal North / Mount Fletcher/Sterkspruit
Sub Total		R 257 000	
MPP SIYADLALA			
Coordinate recruitment of Youth Camp participants in the District-	18-May	R 80 000	Senqu
Coordinate children's day: Nkopane	18-Nov	R 40 000	Nkopane
Coordinate Recreation Against Crime:	18-Jun	R 20 000	Barkly East
Coordinate local and District Golden Games festival:	18-Aug	R 30 000	Sterkspruit
Coordinate Recreation hub festivals:	18-Jun	R 120 000	Jozana
	Jul		Blue Gums
	Jan		Lady Grey
	Feb		Barkly East
Coordinate Indigenous Games training in 4 hubs	Jul-sep 2018	R 20 000	Thaba Lesoba
	Oct-dec 2018		Mokhesi
Coordinate Golden Games training in one hub	18-Aug	R 20 000	Barkly East
	19-Feb		
Support hubs with sport equipment and attire	Jul-sep 2018	R 67 500	Senqu
	Oct-dec 2018		
	Jan-mar 2019		

Sub Total		R 397 500	
SPORT DEVELOPMENT			
Tele Bridge Liberation Race	18-Sep	R 40 000,00	Sterkspruit
Blue Gum and Palmietfontein Football & Netball Tournamen	18-Oct	R 50 000,00	Sterkspruit
Sub Total		R 90 000	
CLUB DEVELOPMENT			
Support hosting of federation leagues in: rugby, football, netball, athletics, cricket, swimming, table tennis and boxing	01 April 2018 to 31 March 2019	R 898 000	All LMS
MPP SCHOOL SPORT			
Mega Top Schools Tournament – Winter Games	18-May	R 210 000	Sterkspruit District
School Sport leagues	18-Oct	R 88 000	All Circuits
Aliwal North Athletics Spring Challenge			
Basic Sports Administration	18-Apr	Head office	Sterkspruit
Code Specific Training in Soft ball & Netball	18-Aug	Head office	Sterkspruit
Fundamental Principles of Sport	19-Jan	Head office	Sterkspruit
Facilitate the procurement and distribution of equipment and playing attire	Apr-June 2018	Head office	Joe Gqabi Schools
	18-Sep		
Sub Total		R 298 000	
SPECIAL PROGRAMMES UNIT			
Elderly day	18-Oct	R 30 000	Sterkspruit(Zava)
Sub Total		R 30 000	

DEPARTMENT OF SOCIAL DEVELOPMENT

PROGRAMME	ORG	NUMBER OF RECOMMENDED ORG	NUMBER OF BENEFICIARIES (Stipend)	ALLOCATION PER SUB PROG
Social welfare	Old Age Service Centres	17	44 receive stipend	R 1 399 200
	Beneficiaries	(575 elders)		
	Center for the Disabled	01 (20 people)	3	R 96 400
	Special Day Care Center	01 (20 children)	3	R 105 600
	Home Community Based Care (HCBC)	2	20 Stipend	R 488 725
		21	**60**	**R 2 089 925**
Children & Families	Family Preservation Program	1	05 Stipend	R 144 935
	Cluster Foster Home	1	5	R 225 000
	(12 Children)			
	Early Childhood Development Centers	37(Equity Share)	54	R 3 611 863
	(1407 Children)	11(Conditional)		R 977 625
	CMR	1	2	R 223 915
	3X Prevention and Early Identification	3	18	R 704 802
	Children's Home	1	5	R 905 116
	(30 Children)			
	Isibindi	1	13	R 777 788
	Programme			
		56	**102**	**R 7 571 044**
Restorative Services	Victim Support Centers / White Door Centre of Hope	7	42 (Stipend)	R 1 248 442

	Teenagers Against Drug Abuse	1	05 Stipend	232 032
	Parents Against Drug Abuse	1	05 Stipend	R 166 429
	Sub Total	**9**	**52**	**R 1 646 903**
	Grand Total	**86**	**214**	**R 11 307 872**

PROVINCIAL TREASURY

National Grant Allocation to Senqu as per DORA

Grants	Direct/Indirect	2018/19 (R 0,00)	2019/20 (R 0,00)	2020/21 (R 0,00)
Equitable Share	Direct	136 434	146 559	156 973
LG Fin Man Grant	Direct	1 700	1 700	1 700
EPWP Grant	Direct	2 796	0	0
MIG	Direct	37 755	38 485	40 506
INEPG (Municipal)	Direct	5 983	3 200	5 000
INEPG (Eskom)	Indirect	44 556	24 169	25 498
TOTAL		229 224	214 113	229 677

Provincial Treasury w ill continue to provide support the municipality in the follow ing areas amongst others;

- Capacity building through relevant training and w orkshops;
- Technical support on 2018/19 tabled and adopted mSCOA compliant budget;
- Review of the 2017/18 Audit Action Plan;
- Assist the municipality w ith Audited outcome figures/budget/ adjustment/ data strings verifications;
- Assist municipality to recover debts ow ed by provincial departments in respect of property rates and municipal services;
- Assist the municipality w ith the verification of indigent register.

DEPARTMENT OF RURAL DEVELOPMENT & AGRARIAN REFORM

COMMODITY	Project Name	Ward		

			Description of Project / Programme	Total Cost of Project (Rands)
Red Meat	Tapoleng	10	Large stock handling facility	375 000
	Kromspruit	9	Large stock handling facility	375 000
	Total			750 000
Wool	Gqobo	15	Shearing shed with equpment & holding pens	850 000
	Ndofela	1	Shearing shed with equpment & holding pens	850 000
Household Food Security			Backyard gardens for 800 beneficiaries	270 000
TOTAL				1 970 000

SASSA

- ICROP: (Integrated Community Registration Outreach programme)
- Children with invalid Birth registration numbers
- Un-enrolled children
- Regulation 26A
- Reg. 11.1
- U4 Cases
- Paid after Death
- SRD: Malnutrition, Disaster, Undue hardship, Uniform
- SAPO: Swapping of Cards, Payment Options

ESKOM

MUNICIPALITY	Amount	Connections
SENQU	R39,084,210.53	2823
Ward 4 link line	R 6 840 000	
Ward 5	R 8 954 000	319 Mpoki, Rietfontein, Dulciesneck, Musong, Tabantu, Nsangunembane
Ward 7	TBD	
Farm Dw ellers	R 108 000	8
In fills	R 2 600 000	520
Pre- engineering	R 622 814.28	

DEPARTMENT OF TRANSPORT

ROAD RANGERS				
Senqu LM	23	Weekdays Road Rangers	R 3000.00	R 828, 000.00
	3	Weekend Road Rangers	R 1200.00	R432,000.00
TOTAL	26			R1260000.00
SUPERVISION				
Senqu LM	1	R 2200.00	R 26400.00	
TOTAL	1		R 26400.00	
Local Authority	**No. Of Beneficiaries**	**Stipend**	**Total**	
Senqu LM	18	R1700.00	R367200.00	

Total	18		R367200.00	
Local Authority	**No. Of Beneficiaries**	**Schools**	**Stipend**	**Total**
Senqu LM	1	Tlokw eng S.S.S	R1700.00	R40800.00
	1	St Teresa S.S.S		
TOTAL	2		R1700.00	R40800.00
SCOLAR TRANSPORT				
Municipal Area	**No Of Learners**	**No Of Operators**	**No of Schools**	**Budget**
Senqu LM	2529	95	24	R23 508 636.46
Total	2529	95	24	R23 508 636.46

IRM Project - R 7 000 000.00 (Project commenced in September 2017 f ocusing on Barkley East Gravel Roads to End October 2019)

RMC Project – R 225 000.00 (f or surfaced roads, same Contractor as IRM Contractor to End October 2019)

Flood Damages – R 20 000 000.00 (Awaiting BAC Approv al in Head Office)

Flood Damages approv ed by NDoT – R 12' 825 000.00 (Awaiting Contractors to be appointed)

Re-grav elling Projects-DR08510(Coville – Mdlokov ane) – R 8 000 000.00 (Consultants appointed in HO, awaiting procurement of Contractor)

Plant Hire Contract – R 5 000 000.00 (Procurement Process to start once Budget is loaded)

This Contract is focusing on all the Gravel Roads around the Barkley East Area and R392 which is a surfaced road to Sterkspruit

Flood damage

Road No	Activity	Planned	Village Name
DR08606	Re-grav elling	10 km	Mlamli Road
DR08515	Re-grav elling	10 km	Rietf ontein
DR03224	Re-grav elling	10 km	Jouberts Pass

Road No	Activity	Village Names

DR08610	As per NDoT report	Lundeansneck
DR08611	As per NDoT report	Dangerhoek - Nomlengana
DR08512	As per NDoT report	Qhimirha

Road No.	Activity	Planned	Comment
DR08611	Heavy Maintenance	12.5 km	To be completed End April '18
DR08610	Heavy Maintenance	29 km	To be completed End June '18
DR08606	Heavy Maintenance	52.39 km	To be completed End July '18
DR08514	Normal Maintenance	11.6 km	Planned for last week of July
DR08520	Patch Gravelling & Pipe Cleaning	9.8 km	Planned for 1st 2weeks of Aug
DR08515	Normal Maintenance	14.93 km	To be completed in Sept '18
DR08511	Pipe Cleaning, Mitre Drain Opening	23.6 km	Planned for 1st 2weeks in Oct '18
DR08510	Heavy Maintenance, Regravelling Structure	19.55 km	To be completed in Nov '18
DR08527	Patch Gravelling, Blading, Pipe Cleaning		To be completed in Dec '18
DR08525	Blading	6.38 km	To be completed in Dec '18
DR08512	Pipe Cleaning, Blading, Mitre Drains	22.98 km	To be completed in Jan '19

DR08548	Pipe Cleaning, Blading, Mitre Drains	12.91 km	To be completed in Feb '19
DR08549	Pipe Cleaning, Mitre Drains, Blading	1.33	To be completed in March '19

JOE GQABI DISTRICT MUNICIPALITY

Project Name	Project Budget	Funder	2018/19	2019/2020	2020/2021
Sterkspruit: Upgrading of WTW and Bulk Lines	R 110 000 000	MIG	R 10 000 000	R 0	R 0
Senqu Rural Sanitation Programme	R 102 761 477	MIG	R 20 000 000	R 15 000 000	R 25 000 000
Senqu Rural Water Programme	R 85 000 000	MIG	R 23 000 000	R 10 000 000	R 10 000 000
Sterkspruit Regional Bulk Sanitation	120 000 000,00	RBIG	R 0	R 20 000 000	R 20 000 000
Lady Grey Bulk Water Supply	37 000 000,00	RBIG	R 0	R 20 000 000	R 22 200 000

Municipal Budget 2018/19

CAPITAL BUDGET

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Budget & Treasury Office	**626 000,00**	**-**	**-**
Function_Finance and Administration_	**186 000,00**	**-**	**-**
CAPEX_New_Laptops & IT Equipment	186 000,00	-	-
Function_Finance - Information Technology	**300 000,00**	**-**	**-**
CAPEX_New_Server	300 000,00	-	-
Function_Finance _Valuation Service	**60 000,00**	**-**	**-**
CAPEX_New_Furniture & Office Equipment	60 000,00	-	-
Function_Road Transport_	**80 000,00**	**-**	**-**
CAPEX_New_Money Box	80 000,00	-	-
Community Services	**34 683 250,00**	**38 725 000,00**	**5 043 643,00**
Function_Community and Social Services_Cemeteries,	**500 000,00**	**4 000 000,00**	**743 643,00**
EIA & construction of Naledi, Herschel, Zava, Thabakoloi, Nkopane, Khiba cemetries.	-	-	743 643,00
New_Construction of New Cemetery in Barkly East	500 000,00	4 000 000,00	-
Function_Community and Social Services_Community Halls and Facilities	**1 500 000,00**	**3 300 000,00**	**500 000,00**
Renew_Renovations (Barkly East Town Hall)	1 500 000,00	3 300 000,00	-
Renew_Renovations Fairview Community Hall	-	-	500 000,00
Function_Public Safety_Licensing and Control of Animals	**7 632 250,00**	**-**	**-**
New_Construction of Lady Grey Animal Pound	7 212 250,00	-	-
New_Tractor	420 000,00	-	-
Function_Community Parks (including Nurseries)	**600 000,00**	**-**	**-**
Renew_Renovations Kwezi Naledi Node	600 000,00	-	-
Function_Sports Grounds and Stadiums	**1 350 000,00**	**-**	**-**
Renew_Kwezi Naledi Sportsfields Fence	1 100 000,00	-	-
Poles & Nets - Sportsfields	250 000,00	-	-
Function Solid Waste Disposal (Landfill Sites)	**22 921 000,00**	**31 425 000,00**	**3 800 000,00**
New_Old Sterkspruit SWS Compliance & Rehabilitation Construction	-	3 000 000,00	-
New_Plant and Equipment	500 000,00	-	-

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
New_Solid Waste Site - Herschel	5 500 000,00	3 100 000,00	-
New_Solid Waste Site - Rhodes	1 500 000,00	4 000 000,00	1 000 000,00
New_Solid Waste Site - Rossouw	3 800 000,00	2 400 000,00	-
New_Solid Waste Site Ward 10	1 320 000,00	10 675 000,00	2 200 000,00
Rehabilitation of Rhodes Solid Waste Site	-	-	600 000,00
Upgrade BE Solid Waste Site	5 500 000,00	8 250 000,00	-
Upgrade LG Solid Waste Site	4 801 000,00	-	-
Function_Waste Management_Street Cleaning	**180 000,00**	**-**	**-**
New_Computer Equipment	60 000,00	-	-
New_Weedeaters	120 000,00	-	-
Corporate Services	**5 622 000,00**	**7 500 000,00**	**-**
Function_Finance and Administration_	**48 000,00**	**-**	**-**
New_IT Equipment	48 000,00	-	-
Function_Finance	**40 000,00**	**-**	**-**
New_Data Projector	40 000,00	-	-
Function_Finance Marketing, Customer Relations, Publicity and Media Co-ordination	**34 000,00**	**-**	**-**
New_Laptop	34 000,00	-	-
Function_Finance _Property Services	**5 500 000,00**	**7 500 000,00**	**-**
New Access Control	200 000,00	-	-
Renew_Renovations 2d Floor	4 500 000,00	7 500 000,00	-
Renovations_Mayoral Residence	800 000,00	-	-
Development and Town Planning Services	**100 000,00**	**-**	**600 000,00**
Function_Planning and Development_(IDPs, LEDs)	**100 000,00**	**-**	**-**
New_Laptops	100 000,00	-	-
Function_Economic Development/Planning	**-**	**-**	**600 000,00**
New_Hawker Stalls Sterkspruit	-	-	600 000,00
Executive & Council	**935 000,00**	**-**	**-**
Function_Executive and Council_	**250 000,00**	**-**	**-**
New_Laptops	250 000,00	-	-
Function_Executive and Council_	**85 000,00**	**-**	**-**
New_Cellphone	20 000,00	-	-
New_Furniture Municipal Residence	30 000,00	-	-
New_Laptops	35 000,00	-	-
Function_Internal Audit_Core	**600 000,00**	**-**	**-**
New_Laptops / Audti Software	600 000,00	-	-
Technical Services	**35 601 000,00**	**24 900 000,00**	**45 387 055,00**

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Function_Electricity	**9 967 000,00**	**6 200 000,00**	**8 500 000,00**
Cherry Picker	1 700 000,00	-	-
New_DOE Projects - Pre Engineering Costs - Rural Connections	5 983 000,00	3 200 000,00	5 000 000,00
New_Essential tools	50 000,00	-	-
New_Laptop & printer SS	34 000,00	-	-
New_Pre-Paid Electricity Meters	2 200 000,00	3 000 000,00	3 500 000,00
Function_Street Lighting and Signal Systems	**100 000,00**	**-**	**2 537 055,00**
Construction of highmast lighting at Eselidini	-	-	537 055,00
Erection & supply of Christmas Lighting (Lady Grey, Barkly East, Sterkspruit & Herschel)	-	-	2 000 000,00
Erection of new street lights in Kwezi Naledi (Primary school area)	100 000,00	-	-
Function__Project Management Unit	**50 000,00**	**-**	**-**
Computer Equipment	50 000,00	-	-
Function_Road Transport_Roads	**25 484 000,00**	**18 700 000,00**	**34 350 000,00**
Barkly East Pavements	3 500 000,00	-	-
Construction of interlock paved road in Lady Grey (Kwezi, Steve & Transwilger)	-	700 000,00	15 350 000,00
Construction of Speed bumps in Rhodes	200 000,00	-	-
Construction of speed control humps in Kwezi Naledi , Steve tswete, Lady Grey & Transwilger	800 000,00	-	-
New Trash Pump	30 000,00	-	-
New_Boysi Nondala Paved Roads - Phase 1	9 354 000,00	9 500 000,00	-
New_Construction of 6 km Access Roads with Storm Water control W1	4 800 000,00	-	-
New_Construction of 6 km Access Roads with Storm Water control W2	550 000,00	4 600 000,00	-
New_Construction of 6 km Access Roads with Storm Water control W3	-	500 000,00	6 000 000,00
New_Construction of 6 km Access Roads with Storm Water control W4	-	-	550 000,00
_New_Construction of 6 km Access Roads with Storm Water control W7	700 000,00	3 000 000,00	-
New_New Rest Construction - Paving	-	400 000,00	11 900 000,00
New_Roads between Esilindini and Frans	4 600 000,00	-	-
New_Thaba Lesoba – Marallaneng –Trusting	-	-	550 000,00
New_Tienbank Paved Roads	200 000,00	-	-
New_Tienbank Property Access Construction	750 000,00	-	-
Grand Total	**77 567 250,00**	**71 125 000,00**	**51 030 698,00**

OPERATIONAL BUDGET

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Budget & Treasury Office	**31 153 307,00**	**34 702 637,76**	**36 755 201,42**
Function_Finance and Administration_Core Function_Asset Management	**1 495 632,00**	**1 590 107,97**	**1 690 558,81**
3151_MM & Sect56 Employee Cost	234 352,00	249 193,67	264 976,51
3151_Staff Employee Cost	1 095 767,00	1 165 470,65	1 239 612,03
Depreciation and Impairment_3151	28 101,00	29 786,64	31 573,83
Dept Cost_3151: (W) Head Office	67 685,00	71 746,10	76 050,87
Mun Running Cost_3151: (W) Head Office	32 135,00	34 063,39	36 107,20
Training_3151: (W) Head Office	37 592,00	39 847,52	42 238,37
Function_Finance and Administration_Core Function_Budget and Treasury Office	**6 856 790,00**	**7 470 553,56**	**7 822 711,54**
3152_MM & Sect56 Employee Cost	485 096,00	516 356,34	549 631,96
3152_Staff Employee Cost	992 531,00	1 055 492,13	1 122 452,18
Asset Register: (W) Head Office	440 000,00	324 776,58	344 263,17
Depreciation and Impairment_3152	47 766,00	50 632,79	53 670,75
Dept Cost_3152: (W) Head Office	2 610 821,00	3 207 885,99	3 400 359,15
FMG: (W) Head Office	1 700 000,00	1 700 000,00	1 700 000,00
Mun Running Cost_3152: (W) Head Office	463 502,00	491 311,29	520 789,97
Training_3152: (W) Head Office	117 074,00	124 098,44	131 544,35
Function_Finance and Administration_Core Function_Finance	**7 049 302,00**	**7 657 185,49**	**8 139 780,12**
3153_MM & Sect56 Employee Cost	288 286,00	306 754,22	326 404,77
3153_Staff Employee Cost	5 656 266,00	6 016 223,04	6 399 114,62
AFS: (W) Head Office	600 000,00	808 992,00	857 531,52
Budgets: (W) Head Office	100 000,00	96 180,16	101 950,97
Depreciation and Impairment_3153	205 843,00	218 194,13	231 285,78
Dept Cost_3153: (W) Head Office	86 046,00	91 208,76	96 681,29
Mun Running Cost_3153: (W) Head Office	47 676,00	50 537,08	53 569,30
Training_3153: (W) Head Office	65 185,00	69 096,10	73 241,87
Function_Finance and Administration_Core Function_Information Technology	**3 900 843,00**	**4 159 880,15**	**4 416 202,82**
3155_MM & Sect56 Employee Cost	192 191,00	204 502,48	217 603,85
3155_Staff Employee Cost	1 542 754,00	1 640 858,44	1 745 208,59
Depreciation and Impairment_3155	466 113,00	494 080,63	523 725,47
Dept Cost_3155: (W) Head Office	33 873,00	35 905,38	38 059,70
IT Comp Cost: (W) Head Office	1 391 222,00	1 648 094,23	1 746 979,89
Mun Running Cost_3155: (W) Head Office	35 955,00	38 112,53	40 399,29
Training_3155: (W) Head Office	37 185,00	39 416,10	41 781,07
Website: (W)Head Office	201 550,00	58 910,35	62 444,97
Function_Finance and Administration_Core Function_Supply Chain Management	**3 885 314,00**	**4 183 871,56**	**4 445 966,69**
3156_MM & Sect56 Employee Cost	288 168,00	306 628,38	326 271,38

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
3156_Staff Employee Cost	2 525 225,00	2 685 956,26	2 856 931,18
Depreciation and Impairment_3156	63 743,00	67 567,69	71 621,75
Dept Cost_3156: (W) Head Office	413 271,00	438 067,45	464 351,50
Mun Running Cost_3156: (W) Head Office	50 520,00	53 550,87	56 763,92
Stores: (W) Head Office	266 349,00	282 330,17	299 269,98
Supplier Perf : (W) Head Office	207 866,00	275 388,42	291 911,73
Training_3156: (W) Head Office	70 172,00	74 382,32	78 845,26
Function_Finance and Administration_Core Function_Valuation Service	**5 197 108,00**	**6 697 893,98**	**7 110 954,28**
3157_MM & Sect56 Employee Cost	192 191,00	204 502,48	217 603,85
3157_Staff Employee Cost	916 685,00	975 026,70	1 037 083,75
Billing: (W) Head Office	978 787,00	1 049 614,22	1 119 391,07
Customer Records: (W) 10	20 000,00	21 200,00	22 472,00
Debt Collection: (W) Head Office	212 758,00	259 791,18	275 378,65
Job Creation_ Meter Reader	21 200,00	22 472,00	23 820,32
Mun Running Cost_3157: (W) Head Office	2 053 581,00	2 353 466,13	2 494 674,10
New Rating Areas: (W) Head Office	-	961 801,60	1 019 509,70
Revenue Forgone_Rates	398 157,00	422 045,51	447 368,24
Supp Val Roll: (W) Head Office	348 564,00	369 478,05	391 646,74
Training_3157: (W) Head Office	55 185,00	58 496,10	62 005,87
Function_Road Transport_Non-core Function_Road and Traffic Regulation	**2 768 318,00**	**2 943 145,05**	**3 129 027,18**
3600_MM & Sect56 Employee Cost	192 211,00	204 523,83	217 626,48
3600_Staff Employee Cost	2 175 036,00	2 313 485,23	2 460 756,54
Depreciation and Impairment_3600	125 902,00	133 456,71	141 464,12
Job Creation_ eNATIS	42 400,00	44 944,00	47 640,64
Mun Running Cost_3600: (W) Head Office	134 659,00	142 738,68	151 303,00
Training_3600: (W) Head Office	98 110,00	103 996,60	110 236,40
Community Services	**46 807 158,00**	**49 268 403,52**	**52 333 771,91**
Function_Community and Social Services_Core Function_Cemeteries, Funeral Parlours and Crematoriums	**2 095 369,00**	**2 223 557,66**	**2 359 622,44**
5302_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
5302_Staff Employee Cost	611 291,00	650 157,69	691 498,81
Depreciation and Impairment_5302	193 803,00	205 431,16	217 757,03
Dept Cost_5302: (W) Head Office	126 456,00	134 043,36	142 085,96
R&M_CEM (Masekeleng): (W) 17	32 280,00	34 215,87	36 268,82
R&M_CEM Bamboes/Madakana	30 038,00	31 839,45	33 749,82
R&M_CEM Barkly East: (W) 16	30 038,00	31 839,45	33 749,82
R&M_CEM Bensonvale: (W) 17	34 522,00	36 592,28	38 787,82
R&M_CEM Forthoek&Ncanden	30 038,00	31 839,45	33 749,82

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
R&M_CEM Jozanas Nek: (W) 12	30 038,00	31 839,45	33 749,82
R&M_CEM Khiba: (W) 13	30 038,00	31 839,45	33 749,82
R&M_CEM Lady Grey: (W) 14	30 038,00	31 839,45	33 749,82
R&M_CEM Low&UpBebeza: (W) 4	30 038,00	31 839,45	33 749,82
R&M_CEM Macacuma: (W) 7	30 038,00	31 839,45	33 749,82
R&M_CEM Magojong/ ThabaLe	30 038,00	31 839,45	33 749,82
R&M_CEM Magwiji: (W) 12	30 038,00	31 839,45	33 749,82
R&M_CEM Mapoteng /Zwelit	30 038,00	31 839,45	33 749,82
R&M_CEM Mbobo: (W) 1	348 038,00	368 919,45	391 054,62
R&M_CEM Mfinci: (W) 3	30 038,00	31 839,45	33 749,82
R&M_CEM Mgqibelweni: (W) 11	30 038,00	31 839,45	33 749,82
R&M_CEM Mkunyazo: (W) 4	30 038,00	31 839,45	33 749,82
R&M_CEM Mokhesi: (W) 8	30 038,00	31 839,45	33 749,82
R&M_CEM Nkululeko: (W) 15	30 038,00	31 839,45	33 749,82
R&M_CEM Qhimirha: (W) 2	30 038,00	31 839,45	33 749,82
R&M_CEM Qhoboshi/Mzimtsha	30 038,00	31 839,45	33 749,82
R&M_CEM Rhodes: (W) 15	7 622,00	8 078,68	8 563,41
R&M_CEM Rossouw: (W) 5	7 622,00	8 078,68	8 563,41
R&M_CEM St Michaels: (W) 6	30 038,00	31 839,45	33 749,82
R&M_CEM Sterkspruit: (W) 10	30 038,00	31 839,45	33 749,82
R&M_CEM Storomo: (W) 2	30 038,00	31 839,45	33 749,82
R&M_CEM Walaza: (W) 1	30 038,00	31 839,45	33 749,82
Function_Community and Social Services_Core Function_Community Halls and Facilities	**5 177 437,00**	**5 216 155,47**	**5 540 718,54**
5301_MM & Sect56 Employee Cost	218 693,00	232 714,16	247 635,05
5301_Staff Employee Cost	2 619 187,00	2 786 321,60	2 964 136,60
Depreciation and Impairment_5301	647 508,00	686 358,93	727 540,46
Dept Cost_5301: (W) Head Office	338 230,00	358 524,22	380 035,68
Mun Running Cost_5301: (W) Head Office	489 397,00	518 759,76	549 885,35
R&M_Halls: (W) 1	21 200,00	22 472,00	23 820,32
R&M_Halls: (W) 10	16 314,00	17 293,33	18 330,93
R&M_Halls: (W) 11	55 863,00	59 214,84	62 767,73
R&M_Halls: (W) 12	21 200,00	22 472,00	23 820,32
R&M_Halls: (W) 13	51 867,00	54 978,87	58 277,60
R&M_Halls: (W) 14	324 050,00	60 682,27	64 323,20
R&M_Halls: (W) 15	47 027,00	49 847,39	52 838,23
R&M_Halls: (W) 16	20 642,00	21 879,86	23 192,65
R&M_Halls: (W) 17	12 780,00	13 547,25	14 360,08
R&M_Halls: (W) 2	25 629,00	27 167,52	28 797,58

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
R&M_Halls: (W) 3	21 200,00	22 472,00	23 820,32
R&M_Halls: (W) 4	21 200,00	22 472,00	23 820,32
R&M_Halls: (W) 5	21 200,00	22 472,00	23 820,32
R&M_Halls: (W) 6	49 548,00	52 521,66	55 672,96
R&M_Halls: (W) 7	36 379,00	38 561,95	40 875,67
R&M_Halls: (W) 9	21 200,00	22 472,00	23 820,32
R&M_Tools & Equip_5301 : (W) All	38 558,00	40 870,95	43 323,21
Training_5301: (W) Head Office	58 565,00	62 078,90	65 803,63
Function_Community and Social Services_Non-core Function_Libraries and Archives	**1 881 632,00**	**2 000 519,93**	**2 126 930,03**
5300_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
5300_Staff Employee Cost	1 585 381,00	1 686 194,68	1 793 425,60
Depreciation and Impairment_5300	8 846,00	9 376,44	9 939,03
Dept Cost_5300: (W) Head Office	99 573,00	105 547,25	111 880,09
Library Events: (W) Head Office	28 064,00	29 747,84	31 532,71
Mun Running Cost_5300: (W) Head Office	86 869,00	92 081,20	97 606,07
Function_Environmental Protection_Core Function_Biodiversity and Landscape	**72 899,00**	**77 572,52**	**82 546,53**
5601_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
Function_Environmental Protection_Core Function_Pollution Control	**77 051,00**	**81 994,52**	**87 256,53**
5602_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
5602_Staff Employee Cost	4 152,00	4 422,00	4 710,00
Function_Other_Core Function_Licensing and Regulation	**301 867,00**	**320 810,42**	**340 946,43**
5701_Staff Employee Cost	235 354,00	250 306,64	266 212,42
Dept Cost_5701: (W) Head Office	10 600,00	11 236,00	11 910,16
Training_5701: (W) Head Office	55 913,00	59 267,78	62 823,85
Function_Other_Core Function_Markets	**226 453,00**	**240 899,31**	**256 267,05**
5702_MM & Sect56 Employee Cost	72 898,00	77 572,84	82 546,81
5702_Staff Employee Cost	153 555,00	163 326,47	173 720,24
Function_Public Safety_Core Function_Control of Public Nuisances	**72 899,00**	**77 572,52**	**82 546,53**
5402_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
Function_Public Safety_Core Function_Fencing and Fences	**214 776,00**	**228 521,88**	**243 148,05**
5403_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
5403_Staff Employee Cost	141 522,00	150 573,07	160 202,65
Dept Cost_5403: (W) Head Office	355,00	376,30	398,88
Function_Public Safety_Core Function_Licensing and Control of Animals	**501 094,00**	**532 595,95**	**566 084,22**
5405_MM & Sect56 Employee Cost	85 076,00	90 479,31	96 227,73
5405_Staff Employee Cost	306 062,00	325 562,86	346 309,49

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Depreciation and Impairment_5405	16 207,00	17 179,84	18 210,63
Dept Cost_5405: (W) Head Office	20 305,00	21 523,30	22 814,70
Mun Running Cost_5405: (W) Head Office	16 960,00	17 977,60	19 056,26
Training_5405: (W) Head Office	56 484,00	59 873,04	63 465,42
Function_Road Transport_Core Function_Police Forces, Traffic and Street Parking Control	**2 620 472,00**	**2 443 857,12**	**2 604 980,11**
3601_MM & Sect56 Employee Cost	37 316,00	39 555,21	41 928,53
3601_Staff Employee Cost	1 360 479,00	1 447 264,05	1 539 591,45
Depreciation and Impairment_3601	130 664,00	138 503,92	146 814,16
Dept Cost_3601: (W) Head Office	516 862,00	579 873,47	623 665,87
Driving Licence and Testing Centre Sterkspruit Plan	350 000,00	-	-
Mun Running Cost_3601: (W) Head Office	151 150,00	160 219,40	169 832,57
Training_3601: (W) Head Office	74 001,00	78 441,06	83 147,52
Function_Road Transport_Core Function_Pounds	**358 997,00**	**381 776,95**	**406 006,16**
4601_MM & Sect56 Employee Cost	60 721,00	64 663,48	68 862,94
4601_Staff Employee Cost	246 847,00	262 598,92	279 357,79
Depreciation and Impairment_4601	43 536,00	46 148,50	48 917,41
Dept Cost_4601: (W) Head Office	7 893,00	8 366,06	8 868,02
Function_Sport and Recreation_Core Function_Community Parks (including Nurseries)	**200 459,00**	**213 103,81**	**226 549,46**
5451_Staff Employee Cost	165 163,00	175 690,18	186 891,01
Depreciation and Impairment_5451	14 096,00	14 941,63	15 838,13
Dept Cost_5451: (W) Head Office	21 200,00	22 472,00	23 820,32
Function_Sport and Recreation_Core Function_Sports Grounds and Stadiums	**1 690 415,00**	**1 795 565,19**	**1 907 268,96**
5450_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
5450_Staff Employee Cost	916 860,00	975 297,48	1 037 465,53
Depreciation and Impairment_5450	545 006,00	577 706,81	612 369,21
Dept Cost_5450: (W) Head Office	6 074,00	6 438,44	6 824,75
Mun Running Cost_5450: (W) Head Office	79 795,00	84 582,83	89 657,80
R&M: Sportsfields (W) 13	10 600,00	11 236,00	11 910,16
R&M: Sportsfields (W) 2	10 600,00	11 236,00	11 910,16
R&M_Fencing: (W) 10	5 539,00	5 871,34	6 223,62
R&M_Fencing: (W) 14	26 899,00	28 512,47	30 223,22
R&M_Fencing: (W) 16	15 083,00	15 987,70	16 946,97
R&M_Tools & Equip_5450 : (W) All	1 060,00	1 123,60	1 191,02
Function_Waste Management_Core Function_Recycling	**487 773,00**	**518 595,94**	**551 368,66**
5501_MM & Sect56 Employee Cost	270 147,00	287 505,85	305 979,30
5501_Staff Employee Cost	204 876,00	217 574,62	231 062,96
Mun Running Cost_5501: (W) Head Office	12 750,00	13 515,47	14 326,40

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Function_Waste Management_Core Function_Solid Waste Disposal (Landfill Sites)	**4 255 561,00**	**4 679 220,45**	**4 966 530,50**
5502_MM & Sect56 Employee Cost	248 947,00	265 033,85	282 158,98
5502_Staff Employee Cost	1 412 270,00	1 502 013,72	1 597 468,27
Depreciation and Impairment_5502	301 609,00	319 705,77	338 888,12
Dept Cost_5502: (W) Head Office	367 936,00	390 012,16	413 412,89
Mun Running Cost_5502: (W) Head Office	1 884 336,00	2 159 564,17	2 289 138,02
Training_5502: (W) Head Office	40 463,00	42 890,78	45 464,23
Function_Waste Management_Core Function_Solid Waste Removal	**18 723 099,00**	**19 903 578,55**	**21 139 051,56**
5503_MM & Sect56 Employee Cost	245 210,00	261 072,03	277 959,45
5503_Staff Employee Cost	10 047 144,00	10 687 563,07	11 368 852,06
Barkly East Weigh Bridge: (W) 16	61 340,00	65 020,48	68 921,71
Depreciation and Impairment_5503	943 251,00	999 845,57	1 059 836,31
Dept Cost_5503: (W) Head Office	170 406,00	180 690,99	191 532,45
FBS_Refuse;(W) All	4 264 285,00	4 538 436,13	4 810 742,30
Job Creation_ Own Interns	85 681,00	90 821,71	96 271,01
Lady Grey Weigh Bridge: (W) 14	74 733,00	79 217,17	83 970,20
Mun Running Cost_5503: (W) Head Office	170 602,00	180 837,94	191 688,21
National Clean Up Week: (W) All	572,00	606,74	643,15
R&M_Vehicles_5502: (W) Head Office	546 608,00	579 404,39	614 168,65
Solid Waste Removal Rural: (W) All	288 436,00	305 741,67	324 086,17
Solid Waste Site LG: (W) 14	6 678,00	7 078,68	7 503,40
Solid Waste Site SS: (W) 10	88 861,00	94 192,51	99 844,06
Solid Waste Sites BE: (W) 16	6 678,00	7 078,68	7 503,40
Training_5503: (W) Head Office	150 281,00	159 297,86	168 855,73
Waste Campaigns_Schools: (W) All	48 612,00	51 528,30	54 619,99
Waste Man Awareness: (W) 10	7 420,00	7 865,20	8 337,11
Waste Man Awareness: (W) 11	8 261,00	8 756,93	9 282,35
Waste Man Awareness: (W) 14	5 557,00	5 890,36	6 243,78
Waste Man Awareness: (W) 15	6 212,00	6 584,30	6 979,35
Waste Man Awareness: (W) 16	10 468,00	11 096,58	11 762,38
Waste Removal in BE: (W) 16	553 067,00	586 250,66	621 425,70
Waste Removal in Herschell: (W) 13	125 610,00	133 146,60	141 135,40
Waste Removal in LG: (W) 14	251 819,00	266 928,03	282 943,72
Waste Removal in RH: (W) 15	146 710,00	155 512,98	164 843,76
Waste Removal in Rossouw: (W) 5	2 120,00	2 247,20	2 382,03
Waste Removal in SS: (W) 10	406 477,00	430 865,77	456 717,71
Function_Waste Management_Core Function_Street Cleaning	**7 848 905,00**	**8 332 505,33**	**8 845 950,15**

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
5504_MM & Sect56 Employee Cost	648 774,00	690 718,19	735 376,20
5504_Staff Employee Cost	2 505 347,00	2 665 316,55	2 835 515,12
Depreciation and Impairment_5504	100 473,00	106 501,55	112 891,64
Dept Cost_5504: (W) Head Office	311 275,00	329 951,64	349 748,73
Job Creation_ Cleaning : SS	1 310 913,00	1 389 567,36	1 472 941,40
Job Creation_ Cleaning LG	1 132 135,00	1 200 063,23	1 272 067,02
Job Creation_ Cleaning: BE	1 056 513,00	1 119 903,36	1 187 097,56
Job Creation_ Cleaning: Rhodes	279 635,00	296 413,55	314 198,36
Job Creation_ Cleaning: Rossouw	133 914,00	141 948,88	150 465,82
Job Creation_ Own Interns	102 078,00	108 202,68	114 694,84
Mun Running Cost_5504: (W) Head Office	172 533,00	182 884,46	193 857,53
Training_5504: (W) Head Office	95 315,00	101 033,90	107 095,93
Corporate Services	**33 814 031,00**	**34 714 026,25**	**36 902 154,68**
Function_Finance and Administration_Core Function_Administrative and Corporate Support	**9 305 724,00**	**8 955 293,42**	**9 509 272,01**
2151_MM & Sect56 Employee Cost	1 055 937,00	1 123 914,47	1 196 271,10
2151_Staff Employee Cost	3 036 694,00	3 229 922,44	3 435 457,00
By-Laws: (W) Head Office	926 096,00	-	-
Council Support: (W)Head Office	259 700,00	275 282,00	291 798,92
Depreciation and Impairment_2151	138 719,00	147 042,16	155 864,69
Dept Cost_2151: (W) Head Office	238 216,00	252 508,56	267 659,07
Job Creation_ PA Corporate	10 600,00	11 236,00	11 910,16
Mun Running Cost_2151: (W) Head Office	3 516 013,00	3 784 213,86	4 011 266,69
Training_2151: (W) Head Office	123 749,00	131 173,94	139 044,38
Function_Finance and Administration_Core Function_Fleet Management	**1 812 420,00**	**2 043 534,66**	**2 169 420,86**
3154_MM & Sect56 Employee Cost	192 191,00	204 502,48	217 603,85
3154_Staff Employee Cost	660 812,00	702 755,85	747 364,10
Depreciation and Impairment_3154	311 528,00	330 219,30	350 032,46
Dept Cost_3154: (W) Head Office	8 536,00	9 048,35	9 591,25
Fleet Manage: (W) Head Office	572 897,00	726 565,04	770 158,95
Mun Running Cost_3154: (W) Head Office	5 074,00	5 378,72	5 701,44
Training_3154: (W) Head Office	61 382,00	65 064,92	68 968,82
Function_Finance and Administration_Core Function_Human Resources	**6 875 699,00**	**7 229 667,26**	**7 605 945,32**
2152_MM & Sect56 Employee Cost	317 151,00	337 501,68	359 161,11
2152_Staff Employee Cost	4 024 242,00	4 280 803,46	4 553 740,36
Depreciation and Impairment_2152	67 724,00	71 786,80	76 094,01
Dept Cost_2152: (W) Head Office	375 996,00	398 556,18	422 469,56
EAP: (W) Head Office	556 569,00	589 962,50	625 360,25

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
HR SUPPORT (W) Head Office	1 250 000,00	1 250 000,00	1 250 000,00
Job Creation_ LG SETA Interns	25 440,00	26 966,40	28 584,38
Job Creation_ Own Interns	37 100,00	39 326,00	41 685,56
Mun Running Cost_2152: (W) Head Office	22 568,00	23 921,94	25 357,25
OHS: (W) Head Office	81 724,00	86 626,19	91 823,76
Training_2152: (W) Head Office	117 185,00	124 216,10	131 669,07
Function_Finance and Administration_Core Function_Legal Services	**3 156 483,00**	**3 398 043,06**	**3 742 240,30**
2153_MM & Sect56 Employee Cost	158 575,00	168 750,84	179 580,55
2153_Staff Employee Cost	419 748,00	446 443,53	474 840,14
Depreciation and Impairment_2153	46,00	48,31	51,21
Dept Cost_2153: (W) Head Office	58 417,00	61 921,55	65 636,85
Legal Services: (W)Head Office	2 500 000,00	2 700 000,00	3 000 000,00
Training_2153: (W) Head Office	19 697,00	20 878,82	22 131,55
Function_Finance and Administration_Core Function_Marketing, Customer Relations, Publicity and Media Co-ordination	**6 376 330,00**	**6 752 088,37**	**7 150 924,93**
2154_MM & Sect56 Employee Cost	79 288,00	84 375,43	89 789,75
2154_Staff Employee Cost	2 198 871,00	2 338 651,46	2 487 330,01
Childrens Programmes: (W)	16 169,00	17 139,54	18 167,92
Depreciation and Impairment_2154	202 062,00	214 186,25	227 037,43
Dept Cost_2154: (W) Head Office	182 431,00	193 376,86	204 979,47
Disabled Program: (W) All	41 800,00	44 308,04	46 966,52
Elderly Persons Prog: (W) All	7 632,00	8 089,92	8 575,32
HIV/Aids Awareness : (W) All	4 537,00	4 809,01	5 097,55
Initiation Form(W) All	50 000,00	53 000,00	56 180,00
Local Aids Forum: (W) All	46 903,00	49 717,05	52 700,08
Mayoral Tournament: (W) All	371 000,00	393 260,00	416 855,60
Mun Running Cost_2154: (W) Head Office	15 130,00	16 037,66	16 999,92
Public Part: (W)Head Office	28 005,00	29 685,51	31 466,64
Round Table Meet: (W)Head Office	11 660,00	12 359,60	13 101,18
Salga Games: (W) All	18 259,00	19 354,54	20 515,81
Training_2154: (W) Head Office	75 505,00	80 035,30	84 837,42
Transfer & Subsidies JGDM	250 000,00	250 000,00	250 000,00
Ward Aids Forums: (W) All	8 480,00	8 988,80	9 528,13
Ward Committees: (W) All	2 600 139,00	2 756 146,98	2 921 515,80
Woman Development: (W) All	124 336,00	131 796,03	139 703,79
World Aids Day: (W) All	5 300,00	5 618,00	5 955,08
Youth Development: (W) All;	38 823,00	41 152,38	43 621,52
Function_Finance and Administration_Core Function_Property Services	**4 581 945,00**	**4 526 073,93**	**4 804 792,51**

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
2155_MM & Sect56 Employee Cost	79 288,00	84 375,43	89 789,75
2155_Staff Employee Cost	1 707 820,00	1 816 675,04	1 932 477,88
Depreciation and Impairment_2155	813 988,00	862 827,05	914 596,67
Dept Cost_2155: (W) Head Office	860 135,00	911 742,97	966 447,55
Job Creation_ Office Cleaners: LG	63 600,00	67 416,00	71 460,96
Mun Running Cost_2155: (W) Head Office	16 179,00	17 150,11	18 179,12
R&M_Buildings: (W) Head Office	773 843,00	482 769,35	511 735,51
R&M_Furn & Equip: (W) Head Office	267 092,00	283 117,99	300 105,07
Function_Finance and Administration_Core Function_Security Services	**1 482 367,00**	**1 572 061,69**	**1 667 188,27**
2156_MM & Sect56 Employee Cost	79 288,00	84 375,43	89 789,75
2156_Staff Employee Cost	121 624,00	129 343,75	137 555,45
Depreciation and Impairment_2156	2 702,00	2 864,06	3 035,90
Security Serv: (W)Head Office	1 278 753,00	1 355 478,46	1 436 807,16
Function_Planning and Development_Core Function_Billboards	**223 063,00**	**237 263,86**	**252 370,49**
2157_MM & Sect56 Employee Cost	79 288,00	84 375,29	89 789,61
2157_Staff Employee Cost	143 775,00	152 888,56	162 580,88
Development and Town Planning Services	**15 533 834,00**	**16 404 402,54**	**17 425 088,25**
Function_Finance and Administration_Core Function_Risk Management	**1 467 889,00**	**1 294 586,58**	**1 376 124,14**
1205_MM & Sect56 Employee Cost	94 403,00	100 463,79	106 914,86
1205_Staff Employee Cost	892 442,00	949 215,87	1 009 607,94
Depreciation and Impairment_1205	12 216,00	12 949,49	13 726,46
Dept Cost_1205: (W) Head Office	7 593,00	8 048,58	8 531,49
Mun Running Cost_1205: (W) Head Office	6 938,00	7 354,03	7 795,27
Training Risk Management	250 000,00	-	-
Training_1205: (W) Head Office	204 297,00	216 554,82	229 548,11
Function_Other_Core Function_Tourism	**1 236 690,00**	**1 270 843,32**	**1 349 470,69**
1206_MM & Sect56 Employee Cost	94 403,00	100 463,79	106 914,86
1206_Staff Employee Cost	491 312,00	522 625,84	555 936,93
Depreciation and Impairment_1206	45 655,00	48 394,58	51 298,25
Dept Cost_1206: (W) Head Office	10 334,00	10 953,98	11 611,21
LTO Capacitation: (W) All	135 659,00	143 797,67	152 425,53
Mun Running Cost_1206: (W) Head Office	2 981,00	3 159,63	3 349,21
Tourism Associations Support (W) All	40 000,00	-	-
Tourism Indaba:(W)Head Office	83 572,00	88 586,81	93 902,02
Tourism Marketing: (W) All	120 411,00	127 635,55	135 293,69
Tourism Support: (W) All	179 199,00	190 071,63	201 475,93
Training_1206: (W) Head Office	33 164,00	35 153,84	37 263,07

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Function_Planning and Development_Core Function_Corporate Wide Strategic Planning (IDPs, LEDs)	**6 914 124,00**	**7 867 388,79**	**8 356 498,90**
1201_MM & Sect56 Employee Cost	1 513 164,00	1 610 515,86	1 714 135,41
1201_Staff Employee Cost	2 808 783,00	2 986 774,26	3 176 058,90
Depreciation and Impairment_1201	38 662,00	40 982,19	43 441,12
Dept Cost_1201: (W) Head Office	487 654,00	516 913,16	547 927,94
Fraud Prevention: (W) Head Office	133 420,00	141 425,28	149 910,80
IDP Printing: (W)Head Office	166 998,00	177 018,69	187 639,81
IDP Public Meetings: (W) All	155 820,00	165 169,20	175 079,35
Performance Management: (W)Head Office	1 267 247,00	1 865 671,51	1 977 611,80
Strat Session: (W)Head Office	342 376,00	362 918,64	384 693,76
Function_Planning and Development_Core Function_Economic Development/Planning	**2 759 836,00**	**2 826 149,61**	**3 002 877,77**
1202_MM & Sect56 Employee Cost	188 803,00	200 926,21	213 827,20
1202_Staff Employee Cost	1 640 846,00	1 745 227,69	1 856 255,11
Agricultural Indaba: (W) All	44 215,00	46 867,60	49 679,66
Depreciation and Impairment_1202	103 918,00	110 153,25	116 762,44
Job Creation_Holohlahatsi	53 000,00	56 180,00	59 550,80
LED Awareness: (W) All	73 870,00	78 301,44	82 999,52
LED Implement: (W)Head Office	171 491,00	181 780,50	192 687,33
LED Networking: (W) All	73 516,00	77 926,96	82 602,58
LED Training: (W) Head Office	119 806,00	126 993,77	134 613,39
LED_Lucerne: (W) 16	136 082,00	144 246,64	152 901,44
Mun Running Cost_1202: (W) Head Office	14 642,00	15 520,67	16 451,91
SMME Development: (W) All	139 647,00	42 024,89	44 546,38
Function_Planning and Development_Core Function_Town Planning, Building Regulations and Enforcement, and City Engineer	**3 155 295,00**	**3 145 434,23**	**3 340 116,75**
1203_MM & Sect56 Employee Cost	188 803,00	200 926,21	213 827,20
1203_Staff Employee Cost	1 385 745,00	1 473 685,93	1 567 218,13
Depreciation and Impairment_1203	90 758,00	96 203,76	101 975,98
Dept Cost_1203: (W) Head Office	84 155,00	89 204,30	94 556,56
GIS: (W) Head Office	100 000,00	-	-
Land Use Management (W) All	700 000,00	-	-
Mun Running Cost_1203: (W) Head Office	64 256,00	68 112,16	72 198,89
SPLUMA: (W) All	487 100,00	1 159 555,20	1 229 128,51
Training_1203: (W) Head Office	54 478,00	57 746,68	61 211,48
Executive & Council	**30 629 088,00**	**32 429 264,97**	**34 439 257,09**
Function_Executive and Council_Core Function_Mayor and Council	**17 569 521,00**	**18 941 691,07**	**20 078 192,53**

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Council Remuneration_1100	13 355 431,00	14 474 756,78	15 343 242,18
Depreciation and Impairment_1100	569 552,00	603 724,89	639 948,38
Dept Cost_1100: (W) Head Office	1 329 240,00	1 408 994,40	1 493 534,06
MPAC: (W) Head Office	58 417,00	61 921,87	65 637,18
Mun Running Cost_1100: (W) Head Office	601 299,00	637 376,21	675 618,79
Sitting Allowance_Traditional Leaders	270 300,00	286 518,00	303 709,08
Training_1100: (W) Head Office	400 000,00	424 000,00	449 440,00
Travel_Council: (W)All	517 617,00	548 674,02	581 594,46
Travel_ExecComm/Speaker: (W)ALL	467 665,00	495 724,90	525 468,39
Function_Executive and Council_Core Function_Municipal Manager, Town Secretary and Chief Executive	**10 261 635,00**	**10 942 357,14**	**11 658 375,59**
1101_MM & Sect56 Employee Cost	2 933 094,00	3 121 805,44	3 322 665,81
1101_Staff Employee Cost	3 160 744,00	3 361 585,02	3 575 205,10
AO Service Del:(W)Head Office	700 024,00	742 025,44	786 546,97
Communication: (W) All	746 182,00	792 054,85	839 578,14
Depreciation and Impairment_1101	223 741,00	237 164,99	251 394,89
Dept Cost_1101: (W) Head Office	260 517,00	276 148,15	292 717,04
mSCOA Implement:(W)Head Office	1 119 116,00	1 226 262,96	1 333 838,74
Mun Running Cost_1101: (W) Head Office	162 488,00	172 237,54	182 571,80
Official Travel_MM: (W) All	539 986,00	572 385,16	606 728,27
Training_1101: (W) Head Office	150 000,00	159 000,00	168 540,00
Travel_Exec Support:(W)All;	121 483,00	128 771,98	136 498,30
Travel_Exec/Managers:(W)All	144 260,00	152 915,60	162 090,54
Function_Internal Audit_Core Function_Governance Function	**2 797 932,00**	**2 545 216,76**	**2 702 688,97**
1150_Staff Employee Cost	1 264 199,00	1 344 518,75	1 429 949,08
Audit Comm Chair:(W)Head Office	35 752,00	37 896,78	40 170,59
Audit Committee: (W) All	323 401,00	342 804,74	363 373,03
Depreciation and Impairment_1150	54 885,00	58 178,88	61 669,62
Dept Cost_1150: (W) Head Office	74 294,00	78 752,23	83 477,37
IA Internal QReview:(W)Head Office	110 000,00	168 540,00	178 652,40
IT Security Audit: (W) All	318 000,00	337 080,00	357 304,80
mSCOA Application Software Audit	400 000,00	-	-
Mun Running Cost_1150: (W) Head Office	44 333,00	46 993,29	49 812,89
Performance Assesments - Middle Managers	50 000,00	-	-
R&M_IA Vehicle:(W)Head Office	9 646,00	10 224,76	10 838,25
Training_1150: (W) Head Office	113 422,00	120 227,32	127 440,96
Technical Services	**78 326 811,00**	**83 044 610,74**	**88 090 816,55**

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
Function_Energy Sources_Core Function_Electricity	**48 013 858,00**	**51 788 716,11**	**54 912 767,74**
4700_MM & Sect56 Employee Cost	310 260,00	330 225,85	351 476,30
4700_Staff Employee Cost	4 106 380,00	4 367 120,00	4 644 438,96
Depreciation and Impairment_4700	1 082 276,00	1 147 212,45	1 216 045,20
Dept Cost_4700: (W) Head Office	1 048 109,00	1 110 995,79	1 177 655,54
FBS_Electricity;(W) All	7 318 001,00	7 757 081,59	8 222 506,49
Job Creation_ Elect: Interns	81 441,00	86 327,31	91 506,95
Job Creation_ Technical Admin Assistant	22 000,00	23 320,32	24 719,54
Mun Running Cost_4700: (W) Head Office	32 088 542,00	34 887 631,86	36 980 889,77
R&M_Electricity Store: (W)	156 754,00	166 160,22	176 129,83
R&M_Equipment: (W) Head Office	901 942,00	956 057,76	1 013 421,22
R&M_Transformers: (W) 10	90 000,00	89 888,00	95 281,28
R&M_Transformers: (W) 14	83 840,00	88 870,80	94 203,05
R&M_Transformers: (W) 16	135 068,00	143 172,48	151 762,83
R&M_Transformers: (W) 8	45 000,00	57 753,04	61 218,22
R&M_Vehicles_4701: (W) Head Office	474 245,00	502 698,64	532 860,56
Training_4700: (W) Head Office	70 000,00	74 200,00	78 652,00
Function_Energy Sources_Core Function_Street Lighting and Signal Systems	**1 439 037,00**	**1 444 193,81**	**1 544 028,86**
4701_MM & Sect56 Employee Cost	270 147,00	287 505,85	305 979,30
4701_Staff Employee Cost	406 175,00	432 010,42	459 491,37
Depreciation and Impairment_4701	135 915,00	144 070,24	152 714,45
Mun Running Cost_4701: (W) Head Office	34 445,00	36 511,38	38 702,06
R&M_Replace Str Lights: (W) 1	112 890,00	119 663,40	126 843,20
Replace Street lights: (W) 10	110 000,00	120 000,00	130 000,00
Replace Street lights: (W) 13	98 900,00	113 034,00	127 416,04
Replace Street lights: (W) 14	109 551,00	116 124,06	123 091,50
Replace Street lights: (W) 16	161 014,00	75 274,46	79 790,93
Function_Planning and Development_Core Function_Project Management Unit	**3 356 835,00**	**3 300 841,12**	**3 506 867,47**
1204_MM & Sect56 Employee Cost	188 803,00	200 926,21	213 827,20
1204_Staff Employee Cost	2 161 238,00	2 297 606,90	2 442 593,77
Depreciation and Impairment_1204	163 057,00	172 840,02	183 210,42
Dept Cost_1204: (W) Head Office	345 985,00	366 851,37	388 862,45
Mun Running Cost_1204: (W) Head Office	140 595,00	149 030,21	157 972,02
PMU Assistance: (W) Head Office	250 000,00	-	-
Training_1204: (W) Head Office	107 157,00	113 586,42	120 401,61
Function_Road Transport_Core Function_Roads	**21 025 944,00**	**22 027 787,92**	**23 365 866,09**
4600_MM & Sect56 Employee Cost	447 614,00	476 439,13	507 122,40

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
4600_Staff Employee Cost	4 365 792,00	4 643 057,42	4 937 954,85
Depreciation and Impairment_4600	12 437 946,00	13 184 223,52	13 975 276,93
Dept Cost_4600: (W) Head Office	253 810,00	269 038,83	285 181,16
Job Creation_ Potholes: BE	18 240,00	19 334,91	20 495,00
Job Creation_ Potholes: LG	13 998,00	14 838,26	15 728,56
Job Creation_ Supervisors Ward 14	36 040,00	38 202,40	40 494,54
Mun Running Cost_4600: (W) Head Office	300 729,00	318 772,65	337 899,00
R&M_4600: Unplanned Maintenance	67 247,00	71 282,31	75 559,25
R&M_Road: (W) 1	59 623,00	63 200,16	66 992,17
R&M_Road: (W) 10	366 442,00	388 428,52	411 734,23
R&M_Road: (W) 11	63 600,00	67 416,00	71 460,96
R&M_Road: (W) 12	63 600,00	67 416,00	71 460,96
R&M_Road: (W) 13	63 600,00	67 416,00	71 460,96
R&M_Road: (W) 14	224 243,00	237 697,58	251 959,43
R&M_Road: (W) 15	30 740,00	32 584,40	34 539,46
R&M_Road: (W) 16	63 600,00	67 416,00	71 460,96
R&M_Road: (W) 16 (potholes)	450 000,00	200 000,00	210 000,00
R&M_Road: (W) 17	133 560,00	141 573,60	150 068,02
R&M_Road: (W) 2	57 257,00	60 691,97	64 333,49
R&M_Road: (W) 3	66 780,00	70 786,80	75 034,01
R&M_Road: (W) 4	26 500,00	28 090,00	29 775,40
R&M_Road: (W) 5	63 600,00	67 416,00	71 460,96
R&M_Road: (W) 6	63 600,00	67 416,00	71 460,96
R&M_Road: (W) 7	42 665,00	45 224,90	47 938,39
R&M_Road: (W) 8 (potholes)	90 100,00	95 506,00	101 236,36
R&M_Road: (W) 9	3 339,00	3 539,34	3 751,70
R&M_Vehicles_4600: (W)Head Office	1 010 048,00	1 070 650,35	1 134 889,37
Training_4600: (W) Head Office	141 631,00	150 128,86	159 136,59
Function_Road Transport_Core Function_Taxi Ranks	**534 946,00**	**567 362,75**	**601 746,85**
4602_MM & Sect56 Employee Cost	72 899,00	77 572,52	82 546,53
4602_Staff Employee Cost	24 186,00	25 658,04	27 220,20
Depreciation and Impairment_4602	437 861,00	464 132,19	491 980,13
Function_Waste Water Management_Core Function_Public Toilets	**286 694,00**	**305 164,56**	**324 825,73**
4552_MM & Sect56 Employee Cost	262 508,00	279 506,52	297 605,53
4552_Staff Employee Cost	24 186,00	25 658,04	27 220,20
Function_Waste Water Management_Core Function_Storm Water Management	**3 669 497,00**	**3 610 544,48**	**3 834 713,81**
4551_MM & Sect56 Employee Cost	270 147,00	287 505,85	305 979,30

Row Labels	Sum of 2018_2019 Budget	Sum of 2019_2020 Budget	Sum of 2020_2021 Budget
4551_Staff Employee Cost	1 510 348,00	1 606 896,61	1 709 623,97
Depreciation and Impairment_4551	1 473 913,00	1 562 347,82	1 656 088,69
Dept Cost_4551: (W) Head Office	1 174,00	1 244,44	1 319,11
Job Creation_ Stormwater: BE	40 414,00	42 838,37	45 408,68
Job Creation_ Stormwater: LG	71 178,00	75 448,62	79 975,53
Mun Running Cost_4551: (W) Head Office	9 907,00	10 502,00	11 132,12
R&M_Storm Water: (W) 14	270 000,00	-	-
R&M_Storm Water: (W) All	22 416,00	23 760,77	25 186,42
Grand Total	**236 264 229,00**	**250 563 345,77**	**265 946 289,90**

3 YEAR COMPREHENSIVE INFRASTRUCTURE PLAN

LONG TERM PROJECT PIPELINE FIGURES ARE INDICATIVE & MAY CHANGE DEPENDENT ON RESOURCES AND TENDERS	Revised MIG	MIG		
PROJECT	**2017/18**	**2018/19**	**2019/20**	**2020/21**
Boysi Nondala: 10 km Paved Roads w ith stormw ater control (Ph 1)		9 354 000,00	9 500 000,00	
Boysi Nondala: 10 km Paved Roads w ith stormw ater control (Ph 2)				
Construction of tw o Pedestrian Bridges Bridge in Mabele: Ward 5	3 066 000,00			
Construction of Paved Roads in Wards 10: Tienbank	11 121 232,58	200 000,00		
Construction of Paved Roads in Wards 11: Herschel	11 449 109,22			
Construction of 6 km gravel access roads w ith stormw ater control Dibinkonzo Village: Smith to Sinobomi Project				
New Rest Construction - Construction of 6km Paved roads w ith stormw ater control			400 000,00	11 900 000,00
Construction of 6 km access roads with storm w ater control between Esilindini and Frans	1 000 000,00	4 600 000,00		
Construction of 6 km access roads with storm w ater control W1		4 800 000,00		
Construction of 6 km access roads with storm w ater control W2			4 600 000,00	
Construction of 6 km access roads with storm w ater control W3			500 000,00	5 000 000,00
Construction of 6 km access roads with storm w ater control W4				550 000,00

Construction of 6 km access roads with storm w ater control W5				
Construction of 6 km access roads with storm w ater control W6				
Construction of Community Hall - Ward 9	1 284 840,78			
EIA & construction of Joveleni, Hinana, Voyizana Cemeteries (EIA)				
EIA & construction of Naledi, Herschel, Zava, Thabakoloi, Nkopane, Khiba cemetries.				743 643,12
Planning Project: Cemeteries (BE)	700 000,00	500 000,00	4 000 000,00	
EIA & Construction of Lady Grey Cemeteries				
Construction of Lady Grey Animal Pound	500 000,00	6 112 250,00		
Construction of Animal Pound in Sterkspruit				
Construction of Solid Waste Site Ward 11 - Herschel	90 000,00	0,00	3 100 000,00	
Construction of Solid Waste Site Ward 15 - Rossouw	90 000,00	0,00	2 400 000,00	
EIA & Construction of Solid Waste Site Ward 16 - Rhodes	90 000,00	0,00	4 000 000,00	1 000 000,00
Rehabilitation of old Rhodes SWS				600 000,00
Construction of new Solid Waste Site Sterkspruit		0,00	8 060 750,00	2 200 000,00
Upgrading of Existing Barkly East Solid Waste Site	3 626 945,08	5 500 000,00		
Upgrading of Existing Lady Grey Solid Waste Site	3 626 945,08	4 801 000,00		
High mast lights in Lepota				
Construction of Haw ker Stalls in Sterkspruit - LED Project(2018/2019)				600 000,00
Kw a Gcina Sportsfield	709 177,26			
Naledi Sport Field	285 000,00			
Construction of a sport field at Tapoleng (Show ground)				
Construction of a sport field at Mokhesi				
Construction of a sportsfield at Bluegums				
Construction of pedestrian bridge in Magw iji to Jozana's Hoek				
Construction of interlock paved road in Lady Grey (Kw ezi, Steve & Transw ilger) Estimated 8 km				15 350 000,00
Reconstruction of motor bridge at Matlanpaleng				
Construction of Pedestrian bridges at Bensonvale to Masekeleng and Joveleni to Sunduza				

Construction of pedestrian bridge at Clinic village to Sakhakude				
Construction of access roads at Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo- Estimated 6 km				
Construction of Storm w ater drainage at Bensonvale and Joveleni - Estimated 6 km				
Construction of high mast lighting at Esilindini				537 056,88
High mast lights in Masekeleng				
High mast lights in Mokhesi				
Construction of paved roads in Barkly East				
Planning Project: Land Fill Sites	450 000,00			

REPAIRS & MAINTENANCE PER ASSET TYPE

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	296 838	324 398	354 452	416 690	405 360	405 360	460 637	508 135	534 121
EXPENDITURE OTHER ITEMS										
Depreciation	7	13 180	18 352	19 458	21 016	21 028	21 028	22 290	23 627	25 045
Repairs and Maintenance by Asset Class	3	4 613	6 780	6 774	9 735	9 339	9 339	10 288	9 642	10 229
Roads Infrastructure		871	1 405	1 192	2 108	1 926	1 926	2 000	1 843	1 952
Storm water Infrastructure		–	24	5	21	21	21	292	24	25
Electrical Infrastructure		1 177	831	782	1 612	1 193	1 193	946	924	990
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	44	177	162	225	225	238	253	268
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		*2 048*	*2 304*	*2 156*	*3 904*	*3 384*	*3 384*	*3 477*	*3 043*	*3 234*
Community Facilities		444	535	657	1 279	1 673	1 673	1 933	1 766	1 872
Sport and Recreation Facilities		36	58	29	35	115	115	122	129	137
Community Assets		*480*	*592*	*686*	*1 313*	*1 788*	*1 788*	*2 055*	*1 895*	*2 009*
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		487	685	762	601	581	581	934	652	692
Housing		–	–	–	–	–	–	–	–	–
Other Assets		*487*	*685*	*762*	*601*	*581*	*581*	*934*	*652*	*692*
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		6	482	386	463	392	392	415	440	467
Machinery and Equipment		189	996	168	1 252	1 203	1 203	1 275	1 351	1 432
Transport Assets		1 404	1 720	2 617	2 201	2 012	2 012	2 132	2 260	2 396
Libraries		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
TOTAL EXPENDITURE OTHER ITEMS		17 793	25 132	26 232	30 751	30 367	30 367	32 578	33 269	35 274
Renewal and upgrading of Existing Assets as % of total capex		*0.0%*	*0.0%*	*29.5%*	*30.8%*	*21.0%*	*21.0%*	*24.2%*	*27.3%*	*25.5%*
Renewal and upgrading of Existing Assets as % of deprecn		*0.0%*	*0.0%*	*63.8%*	*116.8%*	*66.7%*	*66.7%*	*84.3%*	*82.3%*	*51.9%*
R&M as a % of PPE		*1.6%*	*2.2%*	*2.1%*	*2.5%*	*2.5%*	*2.5%*	*2.4%*	*2.0%*	*2.0%*
Renewal and upgrading and R&M as a % of PPE		*2.0%*	*2.0%*	*5.0%*	*8.0%*	*6.0%*	*6.0%*	*6.0%*	*6.0%*	*4.0%*

CHAPTER EIGHT: FINANCIAL PLAN 2017-2022

In general usage a financial plan is a budget, in other words a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long-term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

The Vision of the Budget and Treasury office is to ensure the financial management of the resources of Senqu Municipality to ensure sustainable and equitable service delivery to all the residents of the municipality. This is supported by our mission that commits the department to render sound financial management of the assets, liabilities, revenue and expenditure of the municipality on behalf of the community of Senqu Municipality. In order to achieve the above the following focus areas will be maintained and worked towards:

To ensure efficient and effective financial management, the Department of Financial Services performs the following key tasks:

- Revenue Collection/Income Generation Expenditure and Control
- Supply Chain Management
- Budgeting
- Accounting and Reporting Information Technology Assets and Stores
- Motor Vehicle Licensing and Registration

Capital & Operating Budget

The five-year financial plan includes an Operating Budget and Capital Investment Programme for the five years ending June 2021.

a) Budget Assumptions

The Following are some of the key budget assumptions that was taken into consideration prior to the drafting of the budget.

External factors

In economic and fiscal terms, South Africa has reached a crossroads. The good news is that the domestic economic slowdown appears to have bottomed out. After growing by only 0.5 per cent in 2016, the economy is projected to grow by 1.3 per cent in 2017 and 2 per cent in 2018. Furthermore, the country has experienced a decline in mining growth and weakened agricultural outputs as a result of the drought while growth in transport and telecommunications, electricity, gas and water have declined because of weakened demand. In developed economies, the combination of weak economic growth, low or negative interest rates, and elevated asset prices has increased the likelihood of renewed financial volatility. Countries that are highly reliant on foreign savings, such as South Africa, will remain vulnerable to global financial volatility and rapid capital outflows. While global

economic weakness plays a large role in South Africa's economic growth performance, domestic constraints stand in the way of investment, output and trade.

General inflation outlook and its impact on the municipal activities

The credit outlook of South Africa remains under pressure. The low gross domestic product growth contributed to the negative outlook, and that the country's gross debt is expected to rise to 54% by 2019 due to increasing financing needs.

Interest rates for borrowing and investment of funds

The Municipality will not borrow any funds during the MTREF period. It is expected that interest rates will be adjusted slightly upwards during the MTREF period and it was budgeted for as such.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher that CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue collection is currently expressed as a percentage (84 per cent) of annual billings. Cash flow is assumed to be 84 per cent of billings. The performance of any increased collections or arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtors revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate. Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

Salary increases

There is a collective agreement on salary increases in place for the budget year, and the guidance on increases as contained in Circular 58 of National Treasury was used to budget accordingly.

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDP's, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;

- Improving Health services;
- Rural development and agriculture and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

Financial Ratios

	Ratio	Norm Range	Senqu LM
A	Asset Management		
1	Capital expenditure to Total Expenditures	10 % - 20 %	18 %
2	Impairment of Property, plant & equipment, Investment Property & Tangible Assets (Carrying Value)	0 %	0 %
3	Repairs & Maintenance as a % of property, plant and equipment and Investment Property (Carrying Value)	8 %	2 %
B	Debtors Management		
1	Collection Rate	95 %	84%
2	Bad Debts w ritten off as % provision for Bad debt	100 %	2 %
3	Total Debtors Days	30 days	98 days
C	Liquidity Management		
1	Cash/Cost Coverage Ratio (Excl. Unspent conditional Grants)	1-3 months	17 months
2	Current ratio	1.5 -2.1	7.79
D	Liability Management		
1	Capital Cost (Interest Paid and Redemption as a % of Total Operating Revenue)	6% - 8 %	1 %
2	Debt (Total Borrow ings)/Revenue	45 %	14 %
E	Sustainability		
1	Level of cash backed reserves (Net assets – Accumulated Surplus)	100 %	143 %

Financial performance

	Ratio	Norm	Senqu LM
A	Efficiency		
1	Net operating Surplus Margin	= or> 0 %	25 %
2	Net Surplus/ Deficit Electricity	0 %-15 %	-19 %
3	Net surplus/ Deficit Water	= or> 0 %	# DIV/O!
4	Net surplus / Deficit Refuse	= or> 0 %	-115%
5	Net surplus / Deficit Sanitation & Waste Water	= or> 0 %	# DIV/O!
B	Distribution Losses		

	Ratio	Norm	Senqu LM
1	Electricity Distribution Losses (percentage)	7 % - 10 %	17 %
2	Water Distribution Losses (percentage)	15 % - 30 %	#DIVO!
C	Revenue Management		
1	Grow th in Number of Active Service Accounts	None	-2%
2	Revenue Grow th (%)	=CPI	16 %
3	Revenue Grow th (%) – Excluding Capital grants	=CPI	0 %
4	Creditors Turnover rate		27 days

Percentage of salary budget (Cllr remuneration and employee costs) to operational budget

2018/2019 Budget 42.53 %
2017/2018 Budget 41 %
2016/2017 Budget 44 %
2015/2016 Budget 42.44 %
2014/2015 Budget 38.38 %

Percentage repairs and maintenance on capital budget

2018/2019 Capital Budget 2.4 %

2017/2018 Capital Budget 2.5 %

2016/2017 Capital Budget 2 %
2015/2016 Capital Budget 2.31%

Percentage of budgeted income realised for past 2 years per category

2016-2017 Income vs Budgeted Income 107%
2015/2016 Income vs Budgeted Income 105 %

2017/2018 Budget 45 %
2016/2017 Budget 41.13 %
2015/2016 Budget 42.44 %
2014/2015 Budget 38.38 %
2011/2012 Budget 91%
2010 /2011Budget 82%

Ability of the Municipality to spend

Table 67: Capital budget expenditure

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital expenditure	47 075	38 885	42 071	79 627	66 707	66 707	66 707	77 567	71 125	51 031

Transfers recognised - capital	26 443	31 996	33 684	42 159	42 159	42 159	42 159	44 850	39 761	43 481
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	20 632	6 889	8 387	37 468	24 548	24 548	24 548	32 717	31 364	7 550

The table below highlights the actual expenditure for 2016/2017and the pre audit for 2017/18 and indicates the ability of the municipality to spend.

Table 68: Expenditure

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Employee costs	54 496	62 173	71 967	85 657	85 556	85 556	85 556	87 122	92 674	98 579
Remuneration of councillors	10 399	11 064	10 736	13 428	12 882	12 882	12 882	13 355	14 475	15 343
Depreciation & asset impairment	18 368	18 352	19 678	21 016	28 506	28 506	28 506	22 290	23 627	25 045
Finance charges	1 341	2 528	2 824	2 818	2 984	2 984	2 984	3 163	3 353	3 554
Materials and bulk purchases	20 079	23 771	27 745	37 948	46 072	46 072	46 072	47 686	51 144	54 213
Transfers and grants	48 0	–	21 0	–	30 0	30 0	30 0	29 0	25 0	25 0
Other expenditure	56 000	54 781	54 590	59 278	63 659	63 659	63 659	62 358	65 040	68 962

Total Expenditure	161 163	172 668	187 749	220 145	239 960	239 960	239 960	236 264	250 563	265 946

Table 69: Budgeted Financial Performance (Revenue & Expenditure)

EC142 Senqu - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source											
Property rates	2	4 607	4 654	5 192	7 686	7 686	7 686	7 686	8 147	8 635	9 154
Service charges - electricity revenue	2	26 745	28 097	28 246	31 942	38 875	38 875	38 875	41 712	44 215	46 868
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	2 534	2 600	5 432	3 199	8 586	8 586	8 586	9 101	9 647	10 226
Service charges - other		–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		614	756	503	429	90	90	90	95	101	107
Interest earned - external investments		10 512	13 913	18 021	13 780	15 000	15 000	15 000	15 000	15 600	16 224
Interest earned - outstanding debtors		1 970	2 494	2 906	1 579	2 100	2 100	2 100	2 226	2 360	2 501
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		421	324	159	516	54	54	54	57	61	64
Licences and permits		1 301	1 085	1 131	1 532	1 056	1 056	1 056	1 119	1 186	1 258
Agency services		575	1 080	1 138	795	795	795	795	843	893	947
Transfers and subsidies		124 358	149 152	140 468	139 520	139 520	139 520	139 520	144 318	151 683	162 198
Other revenue	2	7 981	5 594	4 681	4 924	6 825	6 825	6 825	1 586	1 681	246
Gains on disposal of PPE		–	504	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		181 618	210 454	207 877	205 902	220 586	220 586	220 586	224 204	236 062	249 793
Expenditure By Type											
Employee related costs	2	54 496	62 173	71 967	85 657	85 556	85 556	85 556	87 122	92 674	98 579
Remuneration of councillors		10 399	11 064	10 736	13 428	12 882	12 882	12 882	13 355	14 475	15 343
Debt impairment	3	4 554	4 241	5 029	4 983	4 983	4 983	4 983	4 963	5 598	5 934
Depreciation & asset impairment	2	18 368	18 352	19 678	21 016	28 506	28 506	28 506	22 290	23 627	25 045
Finance charges		1 341	2 538	2 824	2 818	2 984	2 984	2 984	3 163	3 353	3 554
Bulk purchases	2	20 079	23 771	27 745	30 103	33 331	33 331	33 331	34 506	37 451	39 698
Other materials	8	–	–	–	7 844	12 741	12 741	12 741	13 179	13 694	14 516
Contracted services		–	19 980	22 431	23 678	27 488	27 488	27 488	28 298	28 173	29 958
Transfers and subsidies		480	–	210	–	300	300	300	290	250	250
Other expenditure	4, 5	51 181	30 270	27 070	30 618	31 189	31 189	31 189	29 097	31 269	33 072
Loss on disposal of PPE		264	290	60	–	–	–	–	–	–	–
Total Expenditure		161 163	172 668	187 749	220 145	239 960	239 960	239 960	236 264	250 563	265 946
Surplus/(Deficit)		20 463	37 786	20 128	(14 243)	(19 374)	(19 374)	(19 374)	(12 060)	(14 501)	(16 153)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		27 636	31 956	33 684	42 159	42 159	42 159	42 159	44 850	39 761	43 481
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	77	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		48 099	69 818	53 812	27 916	22 785	22 785	22 785	32 790	25 260	27 327
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		48 099	69 818	53 812	27 916	22 785	22 785	22 785	32 790	25 260	27 327
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		48 099	69 818	53 812	27 916	22 785	22 785	22 785	32 790	25 260	27 327
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		48 099	69 818	53 812	27 916	22 785	22 785	22 785	32 790	25 260	27 327

Operating Budget

Table 70: Operating Budget

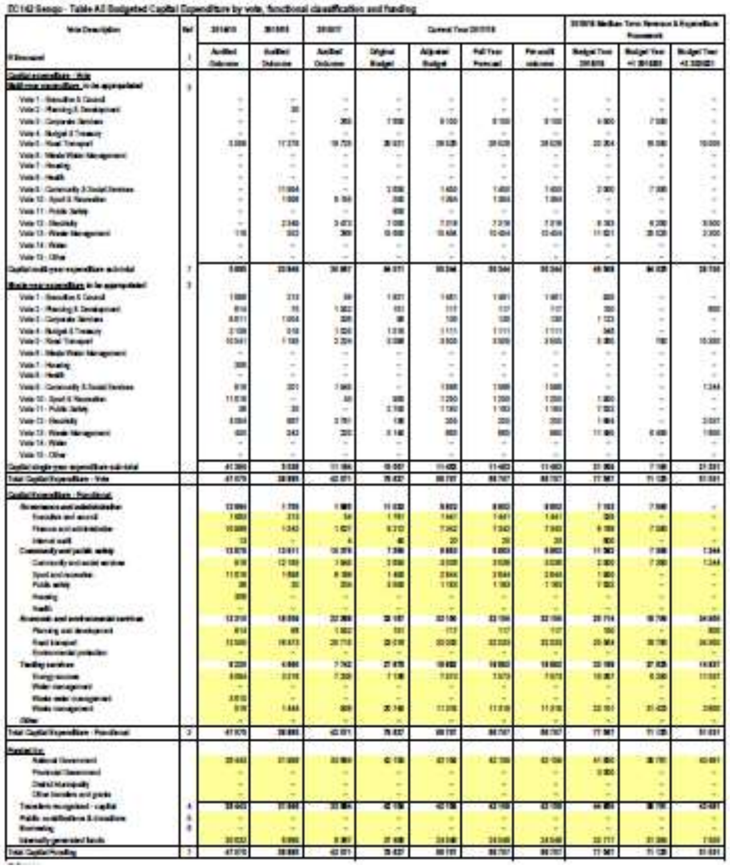
EC142 Senqu - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Financial Performance										
Property rates	4 607	4 654	5 192	7 686	7 686	7 686	7 686	8 147	8 635	9 154
Service charges	29 279	30 896	33 678	35 142	47 461	47 461	47 461	50 813	53 862	57 094
Investment revenue	10 512	13 913	18 021	13 780	15 000	15 000	15 000	15 000	15 600	16 224
Transfers recognised - operational	124 358	149 152	140 468	139 520	139 520	139 520	139 520	144 318	151 683	162 198
Other own revenue	12 861	11 838	10 517	9 775	10 920	10 920	10 920	5 926	6 282	5 123
Total Revenue (excluding capital transfers and contributions)	181 616	210 454	207 877	205 902	220 586	220 586	220 586	224 204	236 063	249 793
Employee costs	54 496	62 173	71 967	85 657	85 556	85 556	85 556	87 122	92 674	98 579
Remuneration of councillors	10 399	11 064	10 736	13 428	12 882	12 882	12 882	13 355	14 475	15 343
Depreciation & asset impairment	18 368	18 352	19 678	21 016	28 506	28 506	28 506	22 290	23 627	25 045
Finance charges	1 341	2 528	2 824	2 818	2 984	2 984	2 984	3 163	3 353	3 554
Materials and bulk purchases	20 079	23 771	27 745	37 948	46 072	46 072	46 072	47 686	51 144	54 213
Transfers and grants	480	–	210	–	300	300	300	290	250	250
Other expenditure	56 000	54 781	54 590	59 278	63 659	63 659	63 659	62 358	65 040	68 962
Total Expenditure	161 163	172 668	187 749	220 145	239 960	239 960	239 960	236 264	250 563	265 946
Surplus/(Deficit)	20 453	37 786	20 128	(14 243)	(19 374)	(19 374)	(19 374)	(12 060)	(14 501)	(16 153)
Transfers and subsidies - capital (monetary allocations	27 636	31 956	33 684	42 159	42 159	42 159	42 159	44 850	39 761	43 481
Contributions recognised - capital & contributed assets	–	77	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	48 089	69 818	53 812	27 916	22 785	22 785	22 785	32 790	25 260	27 327
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	48 089	69 818	53 812	27 916	22 785	22 785	22 785	32 790	25 260	27 327
Capital expenditure & funds sources										
Capital expenditure	47 075	38 885	42 071	79 627	66 707	66 707	66 707	77 567	71 125	51 031
Transfers recognised - capital	26 443	31 996	33 684	42 159	42 159	42 159	42 159	44 850	39 761	43 481
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	20 632	6 889	8 387	37 468	24 548	24 548	24 548	32 717	31 364	7 550
Total sources of capital funds	47 075	38 885	42 071	79 627	66 707	66 707	66 707	77 567	71 125	51 031
Financial position										
Total current assets	202 808	242 347	277 782	199 781	252 597	252 597	252 597	233 392	215 374	221 609
Total non current assets	298 131	325 512	355 738	417 804	406 645	406 645	406 645	461 923	509 421	535 407
Total current liabilities	34 524	31 120	31 520	24 231	32 351	32 351	32 351	33 062	34 248	35 647
Total non current liabilities	29 589	31 192	31 885	35 541	33 993	33 993	33 993	36 564	39 598	43 093
Community wealth/Equity	436 826	505 547	570 114	557 813	592 898	592 898	592 898	625 688	650 949	678 276
Cash flows										
Net cash from (used) operating	69 269	76 794	74 809	51 465	41 885	41 885	41 885	57 062	52 074	56 182
Net cash from (used) investing	(48 127)	(38 636)	(41 833)	(79 627)	(66 707)	(66 707)	(66 707)	(77 567)	(71 125)	(51 031)
Net cash from (used) financing	(672)	(700)	(724)	(757)	(756)	(756)	(756)	(766)	(776)	(787)
Cash/cash equivalents at the year end	183 460	220 917	253 169	181 110	227 591	227 591	227 591	206 321	186 494	190 858
Cash backing/surplus reconciliation										
Cash and investments available	183 460	220 917	253 169	181 110	227 591	227 591	227 591	206 321	186 494	190 858
Application of cash and investments	11 477	3 517	(117)	146 571	184 282	184 282	184 282	175 690	166 368	176 005
Balance - surplus (shortfall)	171 983	217 400	253 286	34 539	43 310	43 310	43 310	30 631	20 126	14 853
Asset management										
Asset register summary (WDV)	296 838	324 398	354 452	416 690	405 360	405 360		460 637	508 135	534 121
Depreciation	13 180	18 352	19 458	21 016	21 028	21 028		22 290	23 627	25 045
Renewal of Existing Assets	–	–	12 097	11 350	5 980	5 980		8 500	10 800	1 100
Repairs and Maintenance	4 613	6 780	6 774	9 735	9 339	9 339		10 268	9 642	10 229
Free services										
Cost of Free Basic Services provided	8 689	9 566	9 499	12 290	539	539	571	571	605	642
Revenue cost of free services provided	1 436	1 620	1 747	1 928	1 928	1 928	2 044	2 044	2 166	2 296
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	7	8	8	8	8	8	8	9
Refuse:	–	–	34	36	36	36	38	38	40	43

Capital Budget & Borrowing

Table 71 details the estimated Capital Investment Programme for the five years starting. The Capital Investment Programme remains subject to the availability of funding.

Table 71: Capital Investment Programme



d) Debt Management Framework

Table 72 below details the Debt Management Framework. Loans will only be raised to fund the Capital Investment Programme.

Table 72: Debt Management Framework

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21

LIABILITIES											
Current liabilities											
Bank overdraft	1	–	–	–	–	–	–	–	–	–	–
Borrowing	4	809	815	827	841	841	841	841	855	870	886
Consumer deposits		1 239	1 342	1 432	1 479	1 504	1 504	1 504	1 579	1 658	1 741
Trade and other payables	4	24 645	19 473	19 226	10 610	19 090	19 090	19 090	19 131	19 512	20 081
Provisions		7 830	9 490	10 035	11 302	10 915	10 915	10 915	11 497	12 207	12 939
Total current liabilities		**34 524**	**31 120**	**31 520**	**24 231**	**32 351**	**32 351**	**32 351**	**33 062**	**34 248**	**35 647**
Non current liabilities											
Borrowing		12 842	12 028	11 201	10 360	10 360	10 360	10 360	9 505	8 634	7 749
Provisions		16 747	19 164	20 684	25 181	23 633	23 633	23 633	27 060	30 964	35 345
Total non current liabilities		**29 589**	**31 192**	**31 885**	**35 541**	**33 993**	**33 993**	**33 993**	**36 564**	**39 598**	**43 093**
TOTAL LIABILITIES		**64 113**	**62 312**	**63 405**	**59 772**	**66 344**	**66 344**	**66 344**	**69 627**	**73 846**	**78 741**

Grants Receivable

Table 73 below details the Grants receivable in the 2017/2018 and outer years

Table 73: Grants Receivable

EC142 Senqu - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		117 244	142 237	138 968	138 020	138 020	138 020	142 818	150 183	160 698
Local Government Equitable Share		110 942	135 985	129 802	126 153	126 153	126 153	129 419	139 197	149 262
Finance Management		1 600	1 600	1 625	1 700	1 700	1 700	1 700	1 700	1 700
Nat Gov: Neighbourhood Dev Partners		–	–	–	–	–	–	–	–	–
Nat Gov: Councillor Remuneration		–	–	–	6 675	6 675	6 675	7 015	7 362	7 711
Municipal Systems Improvement		934	930	–	–	–	–	–	–	–
Municipal Infrastructure Grant (MIG)		1 792	1 663	6 044	1 956	1 956	1 956	1 888	1 924	2 025
Dept Sport & Recreation		–	–	–	–	–	–	–	–	–
Nat Gov: EPWP Incentive Grant		1 976	2 059	1 497	1 536	1 536	1 536	2 796	–	–
Provincial Government:		3 693	1 200	1 500	1 500	1 500	1 500	1 500	1 500	1 500
Libraries		1 200	1 200	1 500	1 500	1 500	1 500	1 500	1 500	1 500
DEDEAT - Alien Vegetation		2 493	–	–	–	–	–	–	–	–
Clean Audit		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	120 937	143 437	140 468	139 520	139 520	139 520	144 318	151 683	162 198
Capital Transfers and Grants										
National Government:		37 111	31 599	33 684	42 159	42 159	42 159	41 850	39 761	43 481
Municipal Infrastructure Grant (MIG)		34 046	31 599	30 684	37 159	37 159	37 159	35 867	36 561	38 481
Dept Sport & Recreation		3 064	–	–	–	–	–	–	–	–
Integrated National Electrification Programme		–	–	–	–	–	–	5 983	3 200	5 000
National Department of Energy		–	–	3 000	5 000	5 000	5 000	–	–	–
Provincial Government:		–	–	–	–	–	–	3 000	–	–
Provincial Public Works Roads Infrastructure		–	–	–			–	3 000	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	37 111	31 599	33 684	42 159	42 159	42 159	44 850	39 761	43 481
TOTAL RECEIPTS OF TRANSFERS & GRANTS		158 047	175 036	174 152	181 679	181 679	181 679	189 168	191 444	205 679

Table 74: Grants Expenditure

EC142 Senqu - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		120 890	146 723	138 968	136 020	136 020	136 020	142 818	150 183	160 688
Local Government Equitable Share		104 535	135 985	129 802	126 153	126 153	126 153	129 419	139 197	149 262
Finance Management		1 600	1 600	1 625	1 700	1 700	1 700	1 700	1 700	1 700
Nat Gov: Neighbourhood Dev Partners		–	–	–	–	–	–	–	–	–
Nat Gov: Councillor Remuneration		6 407	–	–	6 675	6 675	6 675	7 015	7 362	7 711
Municipal Systems Improvement		934	930	–	–	–	–	–	–	–
Municipal Infrastructure Grant (MIG)		5 184	6 149	6 044	1 956	1 956	1 956	1 888	1 924	2 025
Dept Sport & Recreation		254	–	–	–	–	–	–	–	–
Nat Gov: EPWP Incentive Grant		1 976	2 059	1 497	1 536	1 536	1 536	2 796	–	–
Provincial Government:		3 468	2 429	1 500	1 500	1 500	1 500	1 500	1 500	1 500
Libraries		1 200	1 200	1 500	1 500	1 500	1 500	1 500	1 500	1 500
DEDEAT - Alien Vegetation		1 908	1 229	–	–	–	–	–	–	–
Clean Audit		360	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:		124 358	149 152	140 468	139 520	139 520	139 520	144 318	151 683	162 188
Capital expenditure of Transfers and Grants										
National Government:		27 636	31 956	33 684	42 159	42 159	42 159	41 850	39 761	43 481
Municipal Infrastructure Grant (MIG)		24 825	31 956	30 684	37 159	37 159	37 159	35 867	36 561	38 481
Dept Sport & Recreation		2 811	–	–	–	–	–	–	–	–
Integrated National Electrification Programme		–	–	–	–	–	–	5 983	3 200	5 000
National Department of Energy		–	–	3 000	5 000	5 000	5 000	–	–	–
Provincial Government:		–	–	–	–	–	–	3 000	–	–
Provincial Public Works Roads Infrastructure		–	–	–	–	–	–	3 000	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants		27 636	31 956	33 684	42 159	42 159	42 159	44 850	39 761	43 481
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		151 994	181 108	174 152	181 679	181 679	181 679	189 168	191 444	205 679

Financial Strategy

Senqu Municipality's three (3) key economic sectors are Agriculture, Services and the Tourism sectors, with the latter (Tourism), having the potential to grow. The unemployment rate was 26.6 per cent in the fourth quarter of 2016. These economic challenges will continue to pressurise municipal revenue generation and collection levels hence a conservative approach is advised for projecting revenue. The Municipality will have to improve their efforts to limit non-priority spending and to implement stringent cost-containment measures.

a) Revenue Raising Strategy

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as electricity and solid waste removal, property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

- Growth in the Municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 86 per cent annual collection rate for consumer revenue;
- National Treasury guidelines; Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA)
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.Investment revenue contributes significantly to the revenue base of the Municipality. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget. The tables below provide detail investment information and investment particulars by maturity.

TABLE 75: DETAIL INVESTMENT INFORMATION

CASH BACKED RESERVES/ACCUMULATED SURPLUS RECONCILIATION

EC142 Senqu - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash and investments available											
Cash/cash equivalents at the year end	1	183 480	220 917	253 169	181 110	227 591	227 591	227 591	206 321	186 494	190 858
Other current investments > 90 days		(0)	(0)	(0)	–	–	–	–	–	–	–
Non current assets - Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		183 480	220 917	253 169	181 110	227 591	227 591	227 591	206 321	186 494	190 858
Application of cash and investments											
Unspent conditional transfers		16 782	11 144	11 688	–	9 678	9 678	9 678	9 678	9 678	9 678
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2	–	–	–	–	–	–	–	–	–	–
Other working capital requirements	3	(5 285)	(7 627)	(11 805)	(4 599)	(10 811)	(10 811)	(10 811)	(13 058)	(14 332)	(15 377)
Other provisions		–	–	–	–	–	–	–	–	–	–
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	–	–	–	151 171	185 414	185 414	185 414	179 070	171 022	181 704
Total Application of cash and investments:		11 477	3 517	(117)	146 571	184 282	184 282	184 282	175 690	166 368	176 005
Surplus(shortfall)		171 983	217 400	253 286	34 539	43 310	43 310	43 310	30 631	20 126	14 853

TABLE 76 – INVESTMENT PARTICULARS BY MATURITY

EC142 Senqu - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ³	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months												
Parent municipality														–
Standard Bank 38 849 873 1 - 005			32 day	32 day						46 258	4 722	–	–	50 980
Standard Bank 38 849 606 8 - 001			Call Deposit	Call Deposit						5 263	440	–	–	5 703
Standard Bank 38 849 916 2 - 002			Call Deposit	Call Deposit						103 047	9 838	–	–	112 885
														–
														–
Municipality sub-total										154 567		–	–	169 567
Entities														
														–
N/A		-	-	-	-	-	-	-	-	-	-	-	-	–
														–
														–
Entities sub-total										–		–	–	–
TOTAL INVESTMENTS AND INTEREST	1									154 567		–	–	169 567

b) Asset Management Strategy

Ultimately the objectives of Senqu Local Municipality regarding Asset Management are to ensure that the assets of the Municipality are properly managed and accounted. The Municipality has developed a comprehensive asset and insurance policy that fully complies with the GRAP standards and regulations placed upon the municipality by the National Treasury. The policy has been implemented and some of the key aspects included in the policy are as follows

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict physical control over all assets (Security,
- safekeeping, housekeeping)
- Providing correct and meaningful management information in conjunction with other disciplines and functions which, inter alia, includes Insurance
- Compliance with Council's Insurance and Payments Procedure
- Effecting adequate insurance of all assets
- Maintenance of Council's Assets

By clearly clarifying roles and responsibilities within the asset management policy the municipality has ensured that clear reporting lines exists to ensure that proper account can be given regarding the use/misuse of all municipal assets.

Senqu Local Municipality ensures that proper provision is made within the asset management policy for the maintenance of assets through comprehensive maintenance plans. Every head of department shall ensure that a maintenance plan in respect of every new infrastructure asset with a value of R100 000 (one hundred thousand

rand) or more is promptly prepared and submitted to the Municipal Manager / Chief Financial Officer of the municipality for approval.

If so directed by the Municipal Manager, the maintenance plan shall be submitted to the council prior to any approval being granted for the acquisition or construction of the infrastructure asset concerned. The head of department controlling or using the infrastructure asset in question, shall annually report to the council, not later than in July, of the extent to which the relevant maintenance plan has been complied with, and of the likely effect which any non-compliance may have on the useful operating life of the asset concerned.

Asset Register

The Municipality has compiled a Fully GRAP Compliant Asset register that were tested by during the 2017 Audit were no findings pertaining to the Register were raised by the AG. Senqu Municipality has implemented a system of internal control consistent with the transcripts of the Municipal Asset Management and Insurance policy to ensure that all assets are accounted for and the useful lives of the assets are reassessed on an annual basis. Strict Control is also kept on the safeguarding of assets to ensure that service delivery is not disrupted in any way or form.

c) Capital Financing Strategy

Capital Projects are mainly funded from the Municipal Infrastructure Grant but the Municipality maintains efficient and effective revenue collection systems and effective cash flow management systems and is thus in an able position to fund shortfalls from grant funding. Through the above practices, Senqu Municipality is also able to fund capital expenditure not covered in the MIG as an example vehicles and office equipment.

Financial Management Policies (See Annexure 1)

a) General Financial Philosophy

The financial policies of Senqu Local Municipality has been drafted to provide a sound control environment thus ensuring adherence to all applicable laws regulations and to comply with best practices thereby providing a secure and fraud free management of financial services. The Budget and Finance Office has the following objectives:

- To fully Implement the MFMA and all its underlying reforms
- Implementation of the Legislature relevant to municipal finances and the municipality as a whole
- Effective Management of the Budget Process

- Providing strategic and specialised financial information and guidance through the Budget and Treasury Office in support of all other departments within the municipality
- Efficient and Effective Management of Municipal Revenue
- Establishment of a Supply Chain Management Unit and the full implementation of the municipal supply chain policy
- Establishment of a FBS/Indigent Support Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To Retain the Financial Viability of the Municipality
- To have an Unqualified Audit Report

b) Tariff Policy

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements. The tariffs policy has been compiled taking into account, where applicable, the guidelines set out in Section 74 (see part 9 of this policy) of the Municipal Systems Act No. 32 of 2000. In setting its annual tariffs the council shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development.

All tariffs are being indicated in a tariff schedule, which is an addendum to the policy and is reviewed and amended by Council annually.

c) Rates Policy

The local Government: Municipal Property Rates Act, No 6 of 2004, requires that the municipality develop and adopt a rates policy in consistent with the Act on the levying of rates on rate able property in the municipality. The rates policy of the municipality to which residents / communities will annually be invited to make suggestions / recommendations during its budget process will be based on public submissions, which can include oral presentations and bilateral meetings in order to obtain clarity on the submitted comments as well as further motivations thereof. The municipal council will not take the final decision before such a consultative processes has been concluded. In developing and adopting this Rates Policy, the Council has sought to give effect to the sentiments expressed in the preamble of the Property Rates Act, namely that:

The Constitution enjoins local government to be developmental in nature, in addressing the service delivery properties of our country and promoting the economic and financial viability of our municipalities. There is a need to provide local government with access to a sufficient and buoyant source of revenue necessary to fulfil its developmental responsibilities. Revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of discriminatory legislation and practices and it is essential that municipalities exercise their powers to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation and which take account of historical imbalances and the burden of rates on the poor.

The Municipality needs a reliable source of revenue to provide basic services and perform its functions. Property Rates are the most important source of general revenue for the municipality. Revenue from property rates is used to fund services that benefit the community as a whole as opposed to individual households; these includes installing and maintaining streets, roads, sidewalks, lighting and cemeteries. Property Rates revenue is also used to fund municipal administration and costs of governance, which facilitate community participation on issues of Integrated Development Plans and municipal budgets. Property Rates revenue would under circumstances be used to fund any function of the municipality.

Municipal Property Rates are set, collected and used locally. Revenue from property rates is spent within the municipality, where the citizens and voters have a choice on how the revenue is spent as part of the Integrated Development Plan and budget processes, which the municipality will annually invites the community to input prior the council's adoption of the budget. The following principles will ensure that the municipality treats persons liable for rates equitable:

Equity – the municipality will treat ratepayers with similar properties the same;

Affordability – the ability of a person to pay rates will be taken into account by the municipality. In dealing with the poor / indigent ratepayers the municipality will provide relief measures through exemptions, reductions or rebates.In applying its Valuations and Rates Policy, the Council adheres to all the requirements, as set out below, of the Property Rates Act no. 6 of 2004 including any regulations promulgated in terms of that Act.

d) Free Basic Services and Indigent Support Policy

The principles of the Free Basic Services and Indigent Support Policy is as follows:

- Ensure that the Equitable Share received annually will be utilised for the benefit of the poor only and not to subsidise rates and service charges of those who can afford to pay;
- To link this policy with the municipality's *IDP (Integrated Development Plan), LED (Local Economic Development)* initiatives and poverty alleviation programmes;
- To promote an integrated approach to free basic service delivery; and to engage the community in the development and implementation of this policy.

Policy Objectives

In support of the above principles the objective of this policy will be to ensure the following:

- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council;
- The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation;
- Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy;
- The provision of procedures and guidelines for the subsidisation of basic charges and the provision of free basic energy to indigent households; and
- Co-operative governance with other spheres of government.

e) <u>Credit Control & Debt Collection Policy</u>

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.

Principles underlined in the policy is as follows

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an official application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager.
- A copy of the application form including conditions of services must be handed to every new customer on date of application for services. A copy of the council's Credit Control and Debt Collection policy would on request is made available to any customer.

- Billing is to be accurate, timeous and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.
- Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- Incentives and disincentives may be used in collection procedures.
- Results will be regularly and efficiently reported by the Municipal Manager and the Mayor.
- Application forms will be used to, inter alia, categorise customers according to credit risk and to determine relevant levels of services and deposits required.
- Targets for performance in both customer service and debt collection will be set and pursued and remedies implemented for non-performance.
- Debtors may be referred to third party debt collection agencies and may be placed on the National Credit Rating list.

f) Supply Chain Management Policy

The objective of this policy is to provide a policy framework within which the municipal manager and chief financial officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that –

- gives effect to – section 217 of the Constitution; and Part 1 of Chapter 11 and other applicable provisions of the Act;
- is fair, equitable, transparent, competitive and cost effective;
- complies with – the Regulations; and any minimum norms and standards that may be prescribed in terms of section 168 of the Act; is consistent with other applicable legislation and guidelines:
- does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Banks Act, 1990, Act No.94 of 1990
The Constitution of the Republic of South Africa, 1996, Act No 108 of 1996
Public Finance Management Act, 1999, Act No 1 of 1999
Preferential Procurement Policy Framew ork Act, 2000, Act No 5 of 2000
Local Government: Municipal Systems Act, 2000, Act No 32 of 2000
Construction Industry Development Board Act, 2000, Act 38 of 2000
Preferential Procurement Regulations, 2001, Pertaining to the Preferential Procurement Framew ork Act – Notice 22549 of 10 August 2001 – Gazette No 7134
Broad-Based Black Economic Empow erment Act, 2003, Act No 53 of 2003
Municipal Finance Management Act, 2003, Act No 56 of 2003
National Treasury: MFMA Circular No. 2 – Supply Chain Management – 20 July 2004
Prevention and Combating of Corruption Activities Act, Act No 12 of 2004.
Local Government: Municipal Finance Management Act, 2003 – Municipal Supply Chain Management Regulations – Notice 868 of 2005
National Treasury: MFMA Circular No. 22 – Model Supply Chain Management Policy – 25 August 2005
Code of Conduct for Supply Chain Management Practitioners and Other Role Players - August 2005.
Municipal Supply Chain Management Model Policy – August 2005.
National Treasury: MFMA Circular No.25 – Supply Chain Management Guide, General Conditions of Contract and Municipal Bidding Documents – 3 October 2005.
A Guide for Accounting Officers of Municipalities and Municipal Entities – October 2005
General Conditions of a Contract – October 2005.
Senqu Municipality: Supply Chain Management Policy Ver. 1 – 1 January 2006.
Government Notice 44 – Exemptions from Supply Chain Management Regulations – 18 January 2006.
National Treasury: MFMA Circular No. 29 – Supply Chain Management Issues – 31 January 2006.
National Treasury: MFMA Circular No.33 – Supply Chain Management Issues – 27 March 2006.

The Municipality remains committed to the full implementation of the SCM Regulations, MFMA requirements and the Municipal SCM policy. Control measures were implemented to address the findings raised by the AG and additional controls were also implemented by the municipality to be in a position to ensure compliance with SCM and PPPFA regulations such as the redesign of evaluation forms and the reviewal of the SCM policy.

Senqu Municipality also plans to implement demand and procurement management plans for the 2016- 2017 Budget year to ensure enhanced compliance through proper planning.

The SCM unit within the municipality is also being capacitated and this in turn ensures that the SCM Policy is being properly enforced and implemented.

Accounting principles & Policies applied in Annual Financial Statements

Basis of Preparation

The annual financial statements have been prepared on the accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. The annual financial statements have been prepared in accordance with the effective standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board (ASB) in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003).

The standards are summarised as follows:

GRAP 5	Borrow ing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associate
GRAP 8	Interests in Joint Ventures
GRAP 101	Agricultural
GRAP 102	Intangible assets
IPSAS 20	Related Party Disclosure
IFRS 3 (AC140)	Business Combinations
IFRS 4 (AC141)	Insurance Contracts
IFRS 6 (AC143)	Exploration for and Evaluation of Mineral Resources
IAS 12 (AC102)	Income Taxes
SIC – 21 (AC421)	Income Taxes – Recovery of Revaluated Non-Depreciable Assets
SIC – 25 (AC425)	Income Taxes – Changes in the Tax Status on an Entity or its Shareholders
SIC – 29 (AC429)	Service Concessions Arrangements – Disclosures
IFRIC 2 (AC435)	Members' Shares in Co-operative Entities and Similar Instruments
IFRIC 4 (AC437)	Determining w hether an Arrangement contains a Lease
IFRIC 9 (AC442)	Reassessment of Embedded Derivatives
IFRIC 12 (AC445)	Service Concession Arrangements
IFRIC 13 (AC446)	Customer Loyalty Programmes
IFRIC 14 (AC447) IAS19	The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction

IFRIC 15 (AC448)	Agreements for the Construction of Real Estate
IFRIC 16 (AC449)	Hedges in a Net Investment in a Foreign Operation

The Municipality resolved to early adopt the following GRAP standards which have been issued but are not yet effective.

Standard	**Description**	**Effective Date**
GRAP 1 (Revised)	Presentation of Financial Statements	1 April 2011
GRAP 2 (Revised)	Cash Flow Statements	1 April 2011
GRAP 3 (Revised)	Accounting Policies, Changes in Accounting Estimates and Errors	1 April 2011
GRAP 4 (Revised)	The Effects of changes in Foreign Exchange Rates	1 April 2011
GRAP 9 (Revised)	Revenue from Exchange Transactions	1 April 2011
GRAP 10 (Revised)	Financial Reporting in Hyperinflationary Economics	1 April 2011
GRAP 11 (Revised)	Construction Contracts	1 April 2011
GRAP 12 (Revised)	Inventories	1 April 2011
GRAP 13 (Revised)	Leases	1 April 2011
GRAP 14 (Revised)	Events after the reporting date	1 April 2011
GRAP 16 (Revised)	Investment Property	1 April 2011
GRAP 17 (Revised)	Property, Plant and Equipment	1 April 2011
GRAP 19 (Revised)	Provisions, Contingent Liabilities and Contingent Assets	1 April 2011
GRAP 21	Impairment of non-cash-generating assets	1 April 2012
GRAP 23	Revenue from Non-Exchange Transactions	1 April 2012
GRAP 26	Impairment of cash-generating assets	1 April 2012
GRAP 100 (Revised)	Non-current Assets held for Sale and Discontinued Operations	1 April 2011

The Municipality resolved to formulate an accounting policy based on the following GRAP standards which have been issued but are not yet effective.

Standard	**Description**	**Effective Date**
GRAP 25	Employee Benefits	Unknown
GRAP 104	Financial Instruments	Unknown

Accounting policies for material transactions, events or conditions not covered by the above GRAP have been developed in accordance with paragraphs 8, 10 and 11 of GRAP 3. A summary of the significant accounting policies, which have been consistently applied except where an exemption or transitional provision has been granted, are disclosed below.

Assets, liabilities, revenue and expenses have not been offset except when offsetting is permitted or required by a Standard of GRAP. The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant notes to the Financial Statements. In terms of Directive 7: "The Application of Deemed Cost on the Adoption of Standards of GRAP" issued by the Accounting Standards Board, the Municipality applied deemed cost to Investment Property, Property, Plant and Equipment and Intangible Assets where the acquisition cost of an asset could not be determined.

If fair value at the measurement date cannot be determined for an item of property, plant and equipment, investment property or an intangible asset, an entity may estimate such fair value using depreciated replacement cost. The cost for depreciated replacement cost is determined by using either one of the following:

- cost of items with a similar nature currently in the municipality's asset register;
- cost of items with a similar nature in other municipalities' asset registers, given that the other Municipality has the same geographical setting as the municipality and that the other municipality's asset register is considered to be accurate;
- cost as supplied by suppliers.

Presentation of Budget Information

As noted, GRAP 24 is not yet effective, however budget information required in terms of GRAP 1 paragraph 14 to 18 have been disclosed in the financial statements. The presentation of budget information was prepared in accordance with the best practice guidelines issued by National Treasury.

Standards, Amendments to Standards and Interpretations issues but not yet effective

The following GRAP standards have been issued but are not yet effective and have not been early adopted by the municipality:

Standard	Description	Effective Date
GRAP 6 (Revised)	**Consolidated and Separate Financial Statements** No significant impact is expected as the municipality does not participate in such business transactions.	**Unknown**
GRAP 7 (Revised)	**Investments in Associate** No significant impact is expected as the municipality does not participate in such business transactions.	**Unknown**
GRAP 8 (Revised)	**Interest in Joint Ventures** No significant impact is expected as the municipality does not participate in such business transactions.	**Unknown**
GRAP 18	**Segment Reporting** Information to a large extent is already included in the notes to the annual financial statements.	**Unknown**
GRAP 24	**Presentation of Budget Information in Financial Statements** Information to a large extent is already included in the notes to the annual financial statements.	**1 April 2012**
GRAP 25	**Employee Benefits** Information to a large extent is already included in the notes to the annual financial statements.	**Unknown**
GRAP 103	**Heritage Assets** No adjustments necessary as the municipality has any significant heritage assets.	**1 April 2012**
GRAP 104	**Financial Instruments** Information to a large extent is already included in the notes to the annual financial statements.	**Unknown**
GRAP 105	**Transfer of Functions Between Entities Under Common Control** No significant impact is expected as the municipality does not participate in such business transactions.	**Unknown**
GRAP 106	**Transfer of Functions Between Entities Not Under Common Control** No significant impact is expected as the municipality does not participate in such business transactions.	**Unknown**
GRAP 107	**Mergers** No significant impact is expected as the municipality does not participate in such business transactions.	**Unknown**

These standards, amendments and interpretations will not have a significant impact on the municipality once implemented.

Financial Instruments

Financial instruments recognised on the Statement of Financial Position include receivables (both from exchange transactions and non-exchange transactions), cash and cash equivalents, annuity loans and payables (both from exchange transactions and non-exchange transactions).

Revenue

Revenue from Non-Exchange Transactions

Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount. Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Penalty interest on unpaid rates is recognised on a time proportionate basis as an exchange transaction.

Fine revenue constitutes both spot fines and summonses. Revenue from spot fines and summonses is recognised based on an estimation of future collections of fines issued based on prior period trends and collection percentages. Revenue from public contributions and donations is recognised when all conditions associated with the contribution have been met or where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment qualifies for recognition and first becomes available for use by the municipality. Where public contributions have been received but the municipality has not met the related conditions, it is recognised as an unspent public contribution (liability).

Revenue from third parties i.e. insurance payments for assets impaired, are recognised when it can be measured reliably and is not being offset against the related expenses of repairs or renewals of the impaired assets. Contributed property, plant and equipment is recognised when such items of property, plant and equipment qualifies for recognition and become available for use by the municipality.

After a period of twelve months all unclaimed deposits into the municipality's bank account will be treated as revenue as historical patterns have indicated that minimal unidentified deposits are reclaimed after a period of twelve months. This assessment is performed annually at 30 June. Therefore, the substance of these

transactions indicate that even though the prescription period for unclaimed monies is legally three years, it is reasonable to recognised all unclaimed monies older than twelve months as revenue. Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No. 56 of 2003) and is recognised when the recovery thereof is virtually certain. Revenue is measured at the fair value of the consideration received or receivable.

When, as a result of a non-exchange transaction, a municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the present obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability will be recognised as revenue.

Revenue from Exchange Transactions

Service charges relating to electricity and water are based on consumption and a basic charge as per Council resolution. Meters are read on a monthly basis and are recognised as revenue when invoiced. Provisional estimates of consumption are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period. Billings for electricity are done monthly for customers served directly by the municipality as per the norms and standards of revenue management. **Monthly billing** and reconciliation takes place ESKOM bills the other customers. Customers are **billed annually** for rates

Revenue from the sale of electricity prepaid meter cards is recognised at the point of sale. Service charges relating to refuse removal are recognised on an annual basis in advance by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage. Service charges from sanitation (sewerage) are recognised on an annual basis in advance by applying the approved tariff to each property that has improvements.

Interest revenue is recognised using the effective interest rate method. Revenue from the rental of facilities and equipment is recognised on a straight-line basis over the term of the lease agreement. Revenue arising from the application of the approved tariff of charges is recognised when the relevant service is rendered by applying the relevant tariff. This includes the issuing of licences and permits. Revenue from the sale of goods is recognised when substantially all the risks and rewards in those goods are passed to the consumer. Revenue arising out of situations where the municipality acts as an agent on behalf of another entity (the principal) is limited to the amount of any fee or commission payable to the municipality as compensation for executing the agreed services.

The amount of revenue arising on a transaction is usually determined by agreement between the entity and the purchaser or user of the asset or service. It is measured at the fair value of the consideration received or receivable taking into account the amount of any trade discounts and volume rebates allowed by the entity. In most cases, the consideration is in the form of cash or cash equivalents and the amount of revenue is the amount of cash or cash equivalents received or receivable. However, when the inflow of cash or cash equivalents is deferred, the fair value of the consideration may be less than the nominal amount of cash received or receivable. When the arrangement effectively constitutes a financing transaction, the fair value of the consideration is determined by discounting all future receipts using an imputed rate of interest. The imputed rate of interest is the more clearly determinable of either:

- The prevailing rate for a similar instrument of an issuer with a similar credit rating; or
- A rate of interest that discounts the nominal amount of the instrument to the current cash sales price of the goods or services.

The difference between the fair value and the nominal amount of the consideration is recognised as interest revenue. When goods or services are exchanged or swapped for goods or services which are of a similar nature and value, the exchange is not regarded as a transaction that generates revenue. When goods are sold or services are rendered in exchange for dissimilar goods or services, the exchange is regarded as a transaction that generates revenue. The revenue is measured at the fair value of the goods or services received, adjusted by the amount of any cash or cash equivalents transferred. When the fair value of the goods or services received cannot be measured reliably, the revenue is measured at the fair value of the goods or services given up, adjusted by the amount of any cash or cash equivalents transferred.

Grants, Transfers and Donations (Non-Exchange Revenue)

Grants, transfers and donations received or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset. A corresponding liability is raised to the extent that the grant, transfer or donation is conditional. The liability is transferred to revenue as and when the conditions attached to the grant are met. Grants without any conditions attached are recognised as revenue when the asset is recognised.

Unuathorised Expenditure

Unauthorised expenditure is accounted for as an expense in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

Irregular Expenditure

Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

Fruitless and Wasteful Expenditure

Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

Significant accounting judgements and estimates

In the process of applying the municipality's accounting policy, management has made the following significant accounting judgements, estimates and assumptions, which have the most significant effect on the amounts recognised in the financial statements:

Post-Retirement Medical Obligations and Long Service Awards

The cost of post-retirement medical obligations and long service awards are determined using actuarial valuations.

Impairment of Receivables

The calculation in respect of the impairment of debtors is based on an assessment of the extent to which debtors have defaulted on payments already due, and an assessment of their ability to make payments based on their creditworthiness.

Property, Plant and Equipment

The useful lives of property, plant and equipment are based on management's estimation. Infrastructure's useful lives are based on technical estimates of the practical useful lives for the different infrastructure types, given engineering technical knowledge of the infrastructure types and service requirements.

For deemed cost applied to other assets as per adoption of Directive 7, management used the depreciated replacement cost method which was based on assumptions about the remaining duration of the assets. For deemed cost applied to land and buildings as per adoption of Directive 7, management made use of an independent valuator. The valuator's valuation was based on assumptions about the market's buying and selling trends and the remaining duration of the assets.

Intangible Assets

The useful lives of intangible assets are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate.

Investment Property

The useful lives of investment property are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate.

Provisions and Contingent liabilities

Management judgement is required when recognising and measuring provisions and when measuring contingent liabilities. Provisions are discounted where the effect of discounting is material using actuarial valuations.

Revenue Recognition

Accounting Policy 1.23.1 on Revenue from Non-Exchange Transactions and Accounting Policy 1.23.2 on Revenue from Exchange Transactions describes the conditions under which revenue will be recognised by management of the municipality.

In making their judgement, management considered the detailed criteria for the recognition of revenue as set

out in GRAP 9: Revenue from Exchange Transactions and GRAP 23: Revenue from Non-Exchange Transactions.).

Provision for Landfill Sites

The provision for rehabilitation of the landfill site is recognised as and when the environmental liability arises. The provision is calculated by a qualified environmental engineer. The provision represents the net present value of the expected future cash flows to rehabilitate the landfill site at year end.

Provision for Performance bonuses

The provision for performance bonuses represents the best estimate of the obligation at year end and is based on historic patterns of payment of performance bonuses. Performance bonuses are subject to an evaluation by council.

Provision for Staff leave

Staff leave is accrued to employees according to collective agreements. Provision is made for the full cost of accrued leave at reporting date. This provision will be realised as employees take leave. There is no possibility of reimbursement.

Pre-paid electricity estimation

Pre-paid electricity is only recognised as income once the electricity is consumed. The pre-paid electricity balance (included under payables) represents the best estimate of electricity sold at year end, that is still unused. The average pre-paid electricity sold per day during the year under review is used and the estimate is calculated using between 5 and 10 days' worth of unused electricity.

Componentisation of infrastructure assets

All infrastructure assets are unbundled into their significant components in order to depreciate all major components over the expected useful lives. The cost of each component is estimated based on the current market price of each component, depreciated for age and condition and recalculated to cost at the acquisition date if known or to the date of initially adopting the standards of GRAP.

Taxes – value added tax

Revenue, expenses and assets are recognised net of the amounts of value added tax. The net amount of Value added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

Amended Disclosure Policy

Amendments to accounting policies are reported as and when deemed necessary based on the relevance of any such amendment to the format and presentation of the financial statements. The principal amendments to matters disclosed in the current financial statements include fundamental errors, and the treatment of assets financed by external grants.

Information & Communication Technology

The ICT Software used by Senqu Local Municipality is summarized in Table 77 below:

Table 77: ICT software

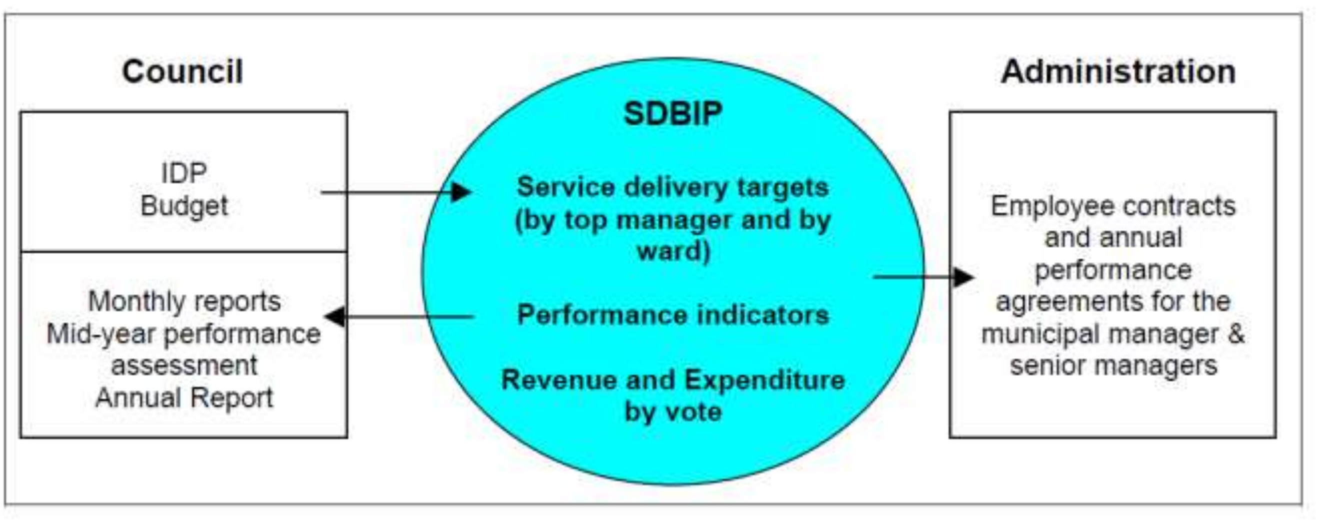
Company	Programme	Application
Sebata	Sebata Financial Management Solutions	Sebata Consolidated Billing Sebata Ledger Sebata Payroll Sebata Assets Sebata Stores Sebata Cashbook Sebata Financial Management Solutions
Microsoft	MS Office	MS Word MS Excel MS PowerPoint MS Publisher Adobe

		MS Outlook
Sophos	Sophos Protection	Sophos Antivirus
Standard Bank	Standard Bank Business Online	Standard Bank Business Online Electronic Banking
SITA	eNatis	Motor Vehicle Registration

Source: Senqu Municipality

The SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the MFMA, Section 69.3 (a) and is the responsibility of the Municipal Manager.



The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIP's. Basically, there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the Municipal Manager), all staff operate under KPI's within the identified

KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring. At the highest level every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in year reporting. The draft SDBIP is contained in Annexure 8.

Valuation Roll

The Municipal Valuation date is the 1st of July 2012, thus all valuations must this be completed before the 31st of January 2012. In terms of The Municipal Property Rates Act of 2004, Chapters 4, 5, 6 and 7 a municipal valuation process of all properties within a municipal jurisdiction must be completed by a municipality within the ambit of this Act (MPRA) given due consideration to rights of community members and the municipality/municipal valuator which will conduct the valuation process.

In order to achieve the above an informative consultation process with community members will be embarked upon explaining activities to be performed by the municipal valuators and the rights of community members regarding the entire valuation process. This informative consultation process will also afford community members an opportunity to gain clarity on any uncertain matters which they might have. All meeting dates and places will be formally advertised and placed on notice boards in municipal offices.

Community meetings were held and the process of lodging objections closed on the 26th March 2013. In conclusion, the new updated valuation roll will be implemented in the 2013 – 2014 budget year and the updated valuation roll to be implemented in the 2013 – 2014 budget year. Yearly Supplementary Valuation Rolls are being conducted in years that general valuation does not take place. Our valuation process is at the final stage. It is open to public for objections from the 15th May to 25 June 2018.

The municipality is currently using General valuation roll for property valuations and the service are also linked to the General valuation roll and as they are demand driven the SLAs are signed for service required. The general valuation roll is performed as per the deeds search records and cadastral data from the chief surveyor general, these are the basic requirements as per MPRA act. Senqu Municipality is currently using Sebata billing System which capable of billing monthly, Quarterly, bi annually and annually depending on the demand. Currently we do have a challenge on electrical losses and the plan to curb those losses is always provided by technical director and Nersa.

The Vote for valuation reserves is part of the budget and the amount awarded to the winning bidder is also available at SCM as it reflects on the tender document. Currently the municipality has the current valuation on website and as soon as the new general valuation roll is opened for public consumption the municipality will add the new General valuation roll to the website. The gazette number will be provided once the process of section 49 notices is done however the gazette number for the current valuation roll can be also submitted as per last supplementary roll.

Internal Controls

The municipality has an effective internal control system in place as evidenced by its VUNA award for 3 consecutive year's unqualified audit. All issues relating to the audit are addressed in Chapter 5. Risk management is conducted on an annual basis by the IPME department and risk assessment reports generated quarterly per department.

Supply Chain Management

Senqu has three committees as per legislation. "Bid Committees" means the committees established in terms of this policy to prepare bid specifications, bid documentation, evaluate responsive bids and, where so authorised, to adjudicate responsive bids and any reference in section 117 of the Municipal Finance Management Act to municipal tender committees shall be construed as a reference to the aforesaid committees. These Committees are:

the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Adjudication Bid Committee. The second committee is the Adjudication Bid Committee that makes the final decision on tenders except for tenders above R 10 million. The specifications and evaluation committee are combined as this assists with administrative efficiency.

The Unit consists of 5 staff members who handle bids, demand management, contract management as well as managing the database and issuing orders. The Unit assists the Compliance and Governance Manager to monitor the performance of suppliers and bidders. The turnover rate of procurement is between 45 days if adjudication sits regularly. Contract management is with PMU at Technical Services.

mSCOA STANDARD CHARTER OF ACCOUNTS

The Municipal Council took a resolution to execute the mSCOA project. The Municipality established a mSCOA Steering committee and has restructured its Organogram to fit into the mSCOA requirements.

All budget projects are structured to be mSCOA compliant and the financial system has been restructured to accommodate this. mSCOA was fully implemented during the 2015/16 Financial year. The Municipality has suffered many problems with the implementation of mSCOA and these are expected to continue as processes and systems are unfolded. The Municipality is striving to go live with mSCOA as from 1 July 2018.

CHAPTER NINE: PERFORMANCE MANAGEMENT SYSTEM

Monitoring & Evaluation System & Unit

The M& E unit consists of the Manager Governance and Compliance with a risk management Officer and an intern. The Unit is responsible for the development of the Institutional SDBIP, departmental SDBIP, S56 Managers scorecards and that of the line managers' scorecards. In order for administrative efficiency the PMS scorecard is combined with the SDBIP so that only one report is received. The SDBIP, PMS and IDP objectives, strategies, indicators and targets are aligned on an annual basis. The evaluations for the 2017/18 financial year will be completed in line with the PMS policy which states that Directors will only be formally assessed once the final annual report is approved. It is therefore impossible to accurately state what percentage of the SDBIP targets was met. Managers will also be assessed. Annual assessments are done after the approval of the Annual Report by Council and the quarterly ones are done within 30 days after the end of each quarter.

In order to verify that targets are met, the responsible individuals submit quarterly reports with their portfolio of evidence to the Head of Department who checks it and submits it to the Manager Governance & Compliance. It is checked and a quarterly assessment is carried out. Formal assessment is only done in the second and fourth quarter.

MPAC

The MPAC has been trained again just to ensure that members are fully conversant with their roles and responsibilities. The Committee meets and discusses the departmental quarterly reports submitted by Directors and develops an annual S 46 report on performance assisted by the Manager Compliance and governance. As MPAC has improved its capacity so has its ability to interrogate the evidence provided by directors to support that targets have been met. As a result, in the 2016/17 financial year the compliance with reporting and submitting of evidence has been much improved.

PMS Implementation and Roll Out

The Municipality has implemented an organisational PMS as per the policy adopted in 2015. Roll out to Managers below S56 occurred in 2014/15. It is expected that further roll out to personnel under managers will occur in the 2017/18 financial year and continue into 2018/19.

Summary of Performance Management Policy

The policy was adopted by Council in 2016.

Employee Performance Management System
The Employee Performance Management Cycle

The employee Performance Management System involves the following cycle which extends from 1 July – 30 June annually:



Annually, the following steps are taken:

Step 1: Fourth Quarter (Planning for the next cycle).

- Scorecards for staff are developed and all targets are written according to the prescriptions relating to the setting of performance targets. There is alignment between scorecards, the SDBIP, Budget and IDP;
- Manager and subordinate discuss and agree on targets;
- Areas for development are identified and reflected in a Personal Development Plan (PDP) or customized action plan that is signed by both parties in order to show commitment to achievement. This reflects the training and development needs that must take place in order to ensure that the subordinate is able to meet the required targets; and
- The Municipal Manager and s56 Directors and Middle Manager's sign annual performance agreements, applicable for this period.

Step 2: First Quarter Coaching and Reinforcement – informal Assessment

- At the end of this quarter the manager and subordinate meet to discuss actual performance against required performance. Achievements are commended and appropriate Action Plans developed in order to address any highlighted performance issues; and
- Action Plans are monitored so that appropriate action occurs and targets are met.

First Formal Review: Assessment

- Manager and subordinate meet to discuss the formal assessment and the rating of actual performance against expected performance for all performance indicators. (The manner of ratings follows below). Agreement is reached on ratings and commitment (action plans) to required action to ensure that required targets are achieved.
- Institutional Performance (Targets) (includes Directorates individual targets) are formally assessed through the s72 performance report in Q2

Third Quarter: Coaching and Reinforcement– informal Assessment

- At the end of this quarter the manager and subordinate meet to discuss actual performance against required performance;
- Achievements are commended and appropriate Action Plans developed in order to address any highlighted performance issues; and
- Action Plans are monitored so that appropriate action occurs.

Fourth Quarter: Final Review and Assessment (Formal Panel Assessment)

- This assessment occurs after the auditing of the s46 / Annual Report. This is necessitated in order to be able to verify (from an external source) the achievement of targets/the extent to which targets have been achieved.
- Assessment of performance for all performance indicators is undertaken and in this instance assessment is undertaken by a panel, constituted according to the Framework and detailed below;
- As detailed within the Framework and Policy, slight differences will be observed in the final assessment (panel constitution and process).

Note:

- Two informal assessment which occur twice a year - after the first and the third quarter
- The formal assessment occurs twice a year – after the second and fourth quarter the 2nd quarter is done through s72 performance reporting and the 4th Quarter assessment which reflects an annual assessment may only occur after the Auditor General has audited the s46 / Annual Report; and
- Portfolios' of Evidence are kept by all applicable (The Municipal Manager, the Directors and other identified Managers and staff in order to validate claims of performance.

Developing Scorecards

When developing scorecards, the following basic principles apply:

- Each scorecard for the Municipal Manager and s56 Directors and middle managers is compiled of Key Performance Areas (that make up 80% of the scorecard weighting) and Core Management Competencies (that make up 20% of the scorecard weighting);

- Performance Agreements are concluded annually for the Municipal Manager and s56 Directors and middle managers;

- Staff at lower levels will make use of a generic scorecard that will be utilized to evaluate performance and will constitute 100 points. This will become effective at the time that the PMS is applicable to them;

- Senqu Municipality has adopted the **five National Key Performance Indicators** as contained within the 5-year Local Government Strategic Agenda as their Key Performance Area's (KPA's) within the organisational performance scorecard.

- Individual performance scorecards: - population of individual performance scorecards are dependant on the area/level of importance and the amount of emphasis that this National KPA would carry within this particular Directorate /Department/Division and the position and therefore it may be that some scorecards will be populated with all five (5) of the national key indicators and some may only consist of three (3) or four (4) of the **five National Key Performance Indicators. The** weightings may vary/ differ, depending entirely on the responsibilities of the position itself. The only prescription is that the total number allocated for the weights of the KPA's is 80**% and the** remainder of the scorecard will be made up of Core Management Competencies (CMC's) which will represent. **Three compulsory CMC's**

- Evidence Portfolios are required to validate achievement for both the KPA's and CMC's

Accordingly, the KPA's are reflected as follows:

Basic Service Delivery

This KPA applies to all service delivery related activities and functions such as: basic water, sanitation, electricity, refuse and roads. It is also acknowledged as including issues relating to social infrastructure, such as: housing, health, education, welfare and cemeteries.

Local Economic Development

LED relates to all activities and functions that promote economic development and alleviate poverty. These may include:

- Economic Development and poverty alleviation strategies and awareness programmes;
- Social infrastructure and social programmes such as HIV/AIDS, ABET and the like;
- Efforts to stimulate the economy; and
- Poverty alleviation activities.

Governance and Public Participation

All aspects relating to organizational and administrative governance and all aspects of public participation are considered. More specifically this includes:

- The manner in which local government aligns and integrates with the provincial and national spheres of government on cross cutting issues;
- Activities that indicate all levels of community consultation and participation;
- Functionality of Ward Committees and Community Development Workers; and
- The involvement of Traditional Councils in municipal affairs.

Municipal Transformation and Organisational Development

The manner in which the institution is capacitated to conduct its affairs with required levels of conformance is examined. More specifically, the following issues are required to be reported on:

- Capacitation of officials at an administrative and political level. Human Resource development and management is examined;
- The manner in which the organization is structured in order to meet the needs of the IDP;
- The manner in which the organization is held accountable to the public via the required performance management system; and

- The manner in which all internal policies and processes facilitate day to day functioning and administration and address aspects such as gender, equity, disability and general management.

Municipal Financial Viability and Management

Strictly in accordance with the MFMA and standard accounting and financial management practices the organization is required to:

- Comprise policies and processes relating to revenue generation, debt and credit management as well as assets and liability control and auditing;
- Ensure that all auditing responsibilities and reporting are required to be undertaken and these include the submission of the financial statements to the Auditor-General (AG) as well as the findings of the AG on the municipal affairs of this organization; and
- Ensure that there is compliance with the Municipal Financial Management Act and the Service Delivery and Budget Implementation Plan.
- Each KPA is individually weighted according to the level of importance and the amount of emphasis that this KPA would carry within this particular Directorate / Department/Division and position. Between positions and Directorates / Departments the weightings may vary/ differ, depending entirely on the responsibilities of the position itself. The only prescription is that, that the total number allocated for the weights of the KPA's is 80**%.**
- The remainder of their scorecard adding up to 20% and made up of Core Management Competencies (CMC's). **Three compulsory CMC's** are required in terms of the Performance Regulations/pms policy and are detailed as follows:

- Financial Management
- People Management and Empowerment
- Client Orientation and Customer Focus

The 3 compulsory CMC's **and ONLY ONE ADDITIONAL CMC** may be chosen from a list reflected within the Performance Regulations and performance agreements. As with the KPA's the targets for the CMC's must be reflected in the institutional scorecard, the SDBIP and the individual scorecards. The targets contained within the CMC's must be different to those reflected within the KPA's. If necessary targets that have already been agreed to may be removed from the KPA's and reflected within the CMC's. Under no circumstances may targets be duplicated between the two. Alignment of all KPA's and CMC's and the various scorecards must occur. **Evidence of performance achieved must be reflected in the Portfolios of Evidence in respect of BOTH CMC's and KPA's**.

Note: In all instances – **whether for KPA's or CMC's Portfolios of Evidence must include evidence to validate claims of performance.** Historically, less attention has been paid to validating performance on CMC's. This is an issue as the failure to supply supporting documentation will invalidate any assessment and must result in a rating of "1" for that particular indicator.

Rating of Employee Performance

The rating of an employee's level of performance, whether in the category of s56 or as a middle manager, requires that ratings occur in terms of the rating calculator reflected below:

LEVEL	TERMINOLOGY	DESCRIPTION
5	**Outstanding performance**	Performance **far exceeds the standard expected** of an employee at this level. The appraisal indicates that the employee has **achieved above the fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan** and maintained this in all areas of responsibility throughout the year.
LEVEL	TERMINOLOGY	DESCRIPTION
4	**Performance significantly above expectations**	Performance **is significantly higher than the standard expected in the job**. The appraisal indicates that the employee **has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year**.
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has **fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.**
2	**Performance not fully effective**	Performance is **below the standard required for the job in key areas**. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	**Unacceptable performance**	Performance **does not meet the standard expected for the job**. The review / assessment indicates that the employee has achieved **below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan**. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

The Regulations encourage assessment of actions taken in terms of the following questions/statements (as a guide):

Duration of Task	• Was the target achieved within the projected timeframe?
Level of Complexity	• What problem-solving techniques occurred? • What innovative action was taken? • What level of operation/complexity occurred?
Cost	• To what extent were costs maintained within budget? • Was the budget exceeded? • Were savings apparent?
Constraints	• What constraints were expected: • Did these occur? • To what extent did this affect the desired outcome? • What actions /especially proactive where taken to resolve the issue?

NOTE:

Assessment and Rating for the Municipal Manager and s56 Directors and Middle Managers

- During **the first "formal" review (December)** the "Manager" will assess the subordinate's performance by using the rating scale of 1 to 5 and the reasons for variances. Similarly, the subordinate will conduct a self-assessment. When meeting, both parties will attempt to reach agreement on the ratings. Where no agreement is reached as to the final score the decision will be made by the next higher level of authority (as per the dispute resolution mechanism). The results of the assessment will guide the manager and subordinate to take appropriate steps to improve performance ongoing (through the development of action plans); and
- During the **final review assessment (formal panel assessment)** (for the period 1 July to 30 June), performance will also be rated according to these level descriptors **although it will be rated by a performance assessment panel.** Agreement that has been established for this purpose (as detailed within the Regulations and Framework). Variances are taken into account and examined/motivated appropriately.

Note: No final assessment should take place prior to the Annual Report being approved. At this point all the performance information has been audited and considered to be a true reflection of reality. Only verified information and claims to performance are considered to be true.

- Assessments are based on the degree to which a performance indicator has been met. Failure to produce adequate evidence will result in the lowest rating being awarded i.e. a rating of "1" rating.

Assessment and Rating for other Staff

Staff will be rated according to performance on a set of stipulated targets (generic issues). The slightly modified rating scale of 1 - 5 will be utilized (adjusted/modified slightly).

In both assessment reviews the immediate manager and related subordinates will discuss assessments and validate all assessments made.

8.5.4 Scoring of Employees Performance (applicable to the Municipal Manager and s56 Directors and Middle Managers only)

Note: Rating and Scoring are two distinct processes.

The rating is used to determine the actual score from the total possible score for each output. Each performance scorecard is made up of 100 points. These are divided up by the weight allocations --- The KPA's (80 points) and CMC's (20 points).

The following example is provided in order to show how the ratings are translated into scores. The process of changing into scores is completed by the PMS Facilitator after the ratings have been awarded by each person on the panel.

Performance Bonuses

The applicability of the PMS Framework is being cascaded over a period of time from the level of s56 manager down to middle managers reporting to s56 employees and finally to all levels below in a cascade effect.

At every level below the relevant manager/supervisor, the subordinate's scorecard will be informed by the extent to which they are required to meet certain performance indicators that will in turn enable the manager/supervisor to meet their performance targets. In this manner it is ensured that there is alignment at every level (between IDP, SDBIP, Budget and Scorecards).

- **Performance Bonuses applicable to s56 managers**

In order for the Municipal Manager, s56 Directors and Middle Managers to qualify for a performance bonus, the ratings of all panellists are required to be consolidated and changed into averaged scores (representative of the entire panel). These are consolidated by the Performance Management Facilitator appointed for this purpose.

The panel constitution for the Municipal Manager and s56 Managers (as reflected within the Regulations) is detailed below:

EVALUATION OF THE MM	EVALUATION OF S56 DIRECTORS ACCOUNTABLE TO THE MM
Mayor	MM
Chairperson of the audit committee or Audit Committee Member	Chairperson of the audit committee or Audit Committee Member
Mayor from another municipality	MM from another municipality
Ward committee member nominated by Mayor	Portfolio Councillor or Exco Member as nominated by the Mayor
Exco Member as nominated by the Mayor	Governance and Compliance Manager
Governance and Compliance Manager	PMS Facilitator
PMS Facilitator	

The Municipal Manager and s56 Directors are required to prepare and present a Portfolio of Evidence – substantiating claims of performance for each and every Performance Indicator for KPA's and CMC's. This,

together with the audit of the Annual Report will validate /authenticate claims of performance – necessary in order to justify/verify the final consolidated score and any applicable bonus. Bonuses are awarded according to the following sliding scale – achieved by doubling the score (a total of 100 as per each scorecard), so as to reflect a total out of 200 – applicable to the rating scale.

Score / 200	**% Bonus for s56 Managers**
130 (65%)	5 % of total annual remuneration package
134	6 % of total annual remuneration package
138	7 % of total annual remuneration package
142	8 % of total annual remuneration package
146	9 % of total annual remuneration package
150	10 % of total annual remuneration package
154	11 % of total annual remuneration package
158	12 % of total annual remuneration package
162	13 % of total annual remuneration package
166+ (83% +)	14 % of total annual remuneration package

The sliding scale applicable to s56 Managers is reflected as follows:

As per the Performance Regulations, the Municipal Manager and s56 Directors s56 will be able to qualify for performance bonuses according to the following ratings (reflected in the table below):

- A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9%, and
- A score of 150 and above is awarded a performance bonus ranging from 10% - 14%.

- **Merit awards applicable to the Municipal Manager and s56 Directors (budget permitting)**

Merit awards for the Municipal Manager and s56 Directors are determined by assessing performance against required targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the magnitude of the merit award. The merit award is calculated as a percentage of the total annual remuneration package of the employee, as indicated in the table hereunder.

Score / 200	**Merit Award for s56 Managers**
130 to 141 (65% - 70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75% - 80%)	3% of total package

162 to 165 (81 – 82%)	4% of total package
166+ (83% +)	5% of total package

- **Performance Bonuses applicable to Middle Managers**

Middle Managers are required to prepare and present a Portfolio of Evidence – substantiating claims of performance for each and every Performance Indicator for KPA's and CMC's. Bonuses are awarded according to the following sliding scale – achieved by doubling the score (a total of 100 as per each scorecard), so as to reflect a total out of 200 – applicable to the rating scale.

in order for Middle Managers to qualify for a performance bonus, the ratings of all panellists are required to be consolidated and changed into averaged scores (representative of the entire panel). These are consolidated by the Performance Management Facilitator appointed for this purpose.

The panel assessment panel for middle managers is constituted as follows:

ASSESSMENT PANEL FOR MIDDLE MANAGERS
Director (for relevant Directorate)
Manager (Relevant to Division) being reviewed (self-score and motivation /POE).
PMS Facilitator
Manager: Governance and Compliance or nominated other

All Middle Managers are required to prepare and present a Portfolio of Evidence – substantiating claims of performance for each and every Performance Indicator for KPA's and CMC's. This, together with the audit of the Annual Report will validate /authenticate claims of performance – necessary in order to justify/verify the final consolidated score and any applicable bonus. Bonuses are awarded according to the following sliding scale – (a total of 100 as per each scorecard), so as to reflect a total out of 200 – applicable to the rating scale.

Noted each KPA is individually weighted according to the level of importance and the amount of emphasis that this KPA would carry within this particular Directorate / Department/Division and position. Between positions and Directorates / Departments the weightings may vary/ differ, depending entirely on the responsibilities of the position itself. The only prescription is that , the total number allocated for the weights of the KPA's is 80%. The remainder of the scorecard adds up to 20% and made up of Core Management Competencies (CMC's). The Three compulsory CMC's are required in terms of the Performance Regulations/pms policy

The consolidated scores are doubled and bonuses are applicable as per the following sliding scale
<u>The sliding scale applicable to Middle Managers' is reflected as follows</u>:

Score / 200	% Bonus of Middle Manager's Basic Salary
130-133	10 % Middle Manager's Basic Salary
134-137	20% Middle Manager's Basic Salary
138-141	30% Middle Manager's Basic Salary
142-145	40% Middle Manager's Basic Salary
146-149	50% Middle Manager's Basic Salary
150-153	60% Middle Manager's Basic Salary

154-157	705 Middle Manager's Basic Salary
158-161	80% Middle Manager's Basic Salary
162-165	90% Middle Manager's Basic Salary
166	100% Middle Manager's Basic Salary

Performance Bonuses applicable to all other staff (below Middle Management level)

All other staff will be eligible to achieve a performance bonus providing they achieve a stipulated rating during the final review that is applicable to the assessment of annual performance and is detailed in the table that follows. Only one formal assessment occurs – after the 4th Quarter. While this is not a legislated requirement it is important to assess performance throughout the organisation. Using the rating scale of 1 to 5 for achievement on targets as specified in terms of a standardized scorecard, the ratings of all panellists will be averaged and an average rating for each incumbent will be obtained which will translate to an overall rating that ranges from 1 to 5. More specifically, the following rating scale applies and the employee, their Manager and the Director form a panel which assesses and rates performance for each indicator on the generic scorecard. The rating for each indicator is averaged amongst the panellists and all final ratings are added together and averaged (rounded up) in order to achieve an overall final rating that is equivalent to a 1,2,3,4 or 5 overall.

The rating calculator and standard definitions are reflected as follows:

LEVEL	TERMINOLOGY	DESCRIPTION
5	**Outstanding performance**	Performance exceeds targets in 80% of indicators.
4	**Performance above expectations**	Performance is higher than the standard expected in terms of the target. Consider action over and above what is expected/use of initiative.
3	**Meets the Standard**	Performance fully meets the standard required by the targets.
2	**Not fully effective**	Performance is **below the standard.**
1	**Unacceptable performance**	Performance **does not meet the standard expected for the job**.

The panel assessment panel for other staff (below Middle Management) is constituted as follows:

PANEL FOR STAFF BELOW MIDDLE MANAGEMENT

Director (for relev ant Directorate)
Manager (Relevant to Section) being reviewed
The Employee Being Assessed
PMS Facilitator

Performance rewards for **other staff** are applicable as follows:

AVERAGE RATING	MERIT AWARD
5	60% of monthly basic package
4	40% of monthly basic package

Performance rewards for **other staff** are applicable as follows continued:

AVERAGE RATING	MERIT AWARD
3	20% of monthly basic package
2	0%
1	0%

ANNEXURE 1: MUNICIPAL SECTOR PLANS, POLICIES & BY LAWS

PLANS	STATUS
Spatial Development Framework,	Adopted 31 March 2017
Land Use Management Framework	Adopted 31 March 2017
Land Use Management System	Adopted 31 March 2017
Integrated Waste Management Plan	Adopted June 2013. In the process of being reviewed
Air quality management plan	The Municipality is in talks with DEDEAT to develop the plan.
Environmental Management Plan	Yes, as part of the Joe Gqabi District Municipality Environmental Management Plan 2011. The plan ensures that all resources are utilised in a sustainable manner
3-year financial plan	Yes, and review adopted 30 May 2018 as part of the IDP
Work Place Skills Plan	Yes, done annually
Employment Equity Plan	Yes, done annually
HR Strategy	Yes, done annually
Organogram	Adopted March 2018
PMS framework and policy	Adopted 2016. Revised annually
A. Water Service Development Plan (all WSAs) B. Water Resources Plan C. Forestry Plan	Not applicable but utilised information from JGDM WSDP 2010
Integrated Transport Plan	Not applicable as not transport authority but utilised JGDM revised ITP 2010
Housing Plan	Adopted 2013
Energy Master Plan (Electricity Master Plan)	Not applicable as not a REDS
Local Economic Development Strategy/Plan	Adopted 30 May 2018
Infrastructure Investment Plan (EPWP)	Yes, as part of the SIPDM
Area Based Plans (Land Reform)	Not applicable as done for DM's but utilised JGDM ABP 2010
Anti-Corruption Strategy	Yes
Municipal turnaround strategy	Yes, but completed
Tourism Plan	Adopted 30 May 2018

MUNICIPAL POLICIES
CORPORATE SERVICES

HUMAN RESOURCES, LABOUR RELATIONS & LEGAL				
POLICY	**DATE APPROVED / REVIEWED**	**REVIEWAL DATE**	**RESPONSIBLE DEPARTMENT / PERSON**	**SIGN OFF MUNICIPAL MANAGER**
1. Leave	28 July 2017 Resolution no 023/OCM/17	When required	HR, LR & Legal Manager	Y
2. Recruitment and Selection Policy	28 July 2017 Resolution no 023/OCM/17	When required	HR, LR & Legal Manager	Y
3. Bursary	31 March 2015 Resolution nr 10.7.2.1	When required	HR, LR & Legal Manager	Y
4. Promotion, Demotion and Transfer	31 March 2015 Resolution nr 10.7.2.1	When required	HR, LR & Legal Manager	Y
5. Bereavement Policy	31 March 2015 Resolution nr 10.7.2.1	When required	HR, LR & Legal Manager	
6. Career Development and succession Planning	Annually (This Policy must be repealed)	Top Management / HR, LR & Legal Manager	Y	Annually (This Policy must be repealed)
7. Remuneration	28 July 2017 Resolution no 023/OCM/17	Annually	Top Management / HR, LR & Legal Manager	Y
8. Travel and Substance Allowance	28 July 2017 Resolution no 023/OCM/17	Annually	HR, LR & Legal Manager	Y

9. Employees Assistance Programme	28 March 2014 Resolution nr 10.3- 1.1	When required	HR, LR & Legal Manager	Y
10. Essential user car scheme	29 September 2014 Resolution nr 10.6.1	Annually		Y
11. Relocation	06 June 2016 Resolution nr 7.1.3.1	Annually	HR, LR & Legal Manager	Y
12. Perks/Locomotive allowance Policy	31 March 2015 Resolution nr 10.7.2.1	Annually	HR, LR & Legal Manager	Y
13. Scarce Skills Remuneration Policy	06 June 2016 Resolution nr 7.1.3.1	When required	HR, LR & Legal Manager	Y
14. Housing Subsidy Scheme	06 June 2016 Resolution nr 7.1.2.1	Annually	HR, LR & Legal Manager	Y
15. Cellular & 3G	06 June 2016 Resolution nr 7.1.3.1	Annually	HR, LR & Legal Manager	Y
16. Termination of Employment	28 July 2017 Resolution no 023/OCM/17	When required	HR, LR & Legal Manager	
17. Training & Development	06 June 2016 Resolution nr 7.1.3.1	When required	HR, LR & Legal Manager	Y

18. Sexual Harassment	29 Sept 2015 Resolution nr 10.1.1.1	When required	HR, LR & Legal Manager	Y
19. Occupational Health and Safety	28 July 2017 Resolution no 023/OCM/17	When required	HR, LR & Legal Manager and OHS Committee	Y
20. Sport, recreation & Welness	29 Sept 2015 Resolution nr 10.1.1.1	When required	HR, LR & Legal Manager	Y
21. Alcohol & Drug abuse	29 Sept 2015 Resolution nr 10.1.1.1	When required	HR, LR & Legal Manager	Y
22. Affirmative action and employment equity	28 March 2014 Resolution nr 10.3- 1.1	When required	HR, LR & Legal Manager	Y
23. Attraction & Retention	28 March 2014 Resolution nr 10.3- 1.1	When required	HR, LR & Legal Manager	
ADMINISTRATION & COUNCIL SUPPORT				
24. Telephone Usage	27 March 2013 Resolution nr 10.5- 1.4		Manager Administration & Council Support	Y
25. Central register Manual	27 March 2013 Resolution nr 10.5-1.5		Manager Administration and Council Support	Y
26. Records Management Policy	27 March 2013 Resolution nr		Manager Administration and Council Support	Y

	10.5- 1.6			
27.				
28. Housing Policy	27 March 2013 Resolution nr 10.5- 1.8		Manager Administration and Council Support	Y
29. Catering Policy	31 March 2015 Resolution nr 10.7.2.1	Annually	Manager Administration and Council Support	Y
INTERGOVERMENTAL RELATIONS				
30. Communication & Information Disclosure	11/2005		Manager IGR	
31. Communication Strategy 2012-2014	27 March 2013 Resolution nr 10.11.1		Manager IGR	
32. HIV & Aids Strategy	27 March 2013 Resolution nr 10.16.1		Manager IGR	
33. Public Participation Policy	2009 04 July 2013 Resolution nr 9.6.1	Annually (not reviewed)	Manager IGR	
34. Vulnerable groups Mainstreaming policy	04 July 2013 Resolution nr 9.8.2		Manager IGR	

FINANCE

POLICY	DATE APPROVED/REVIEVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON	SIGN OFF MUNICIPAL MANAGER
35. Supply Chain Management	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	SCM Manager	Y
36. Debt collection and Credit Control	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	Manager Revenue	Y
37. Cash Management Banking and Investment Policy	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	Manager Revenue	Y
38. Asset management and Insurance Policy	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	SCM Manager	Y
39. Property Rates & Valuation Policy	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	Manager Revenue	Y
40. Information System Security/ IT Policy Change Management Policy Patch Management Policy Privacy Policy Network Access Policy	30 June 2016 Resolution nr 10.3.3 This is one document containing a number of policies that are all	Annually	IT Manager	Y

Server Hardening Policy Account Management Policy Administrative and Special Access Policy Physical Security Policy Portable Computing Policy Password Policy Acceptable Use Policy Virus Protection Policy Vendor Access Policy Network Configuration Policy Electronic Mail Policy Software Licensing Policy	classified as Security Policies			
41. Tariff & Services Policy	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	Manager Revenue	Y
42. Disaster Recovery Plan Municipal Corporate Governance of Information Communication Technology (MCGICT) Policy Senqu Municipality Disaster Recovery Plan	30 June 2016 Resolution nr 10.3.2 The Disaster Recovery Plan now forms part of the ICT Corporate Governance Framework which consists of a number of separate documents	Annually	IT Manager	

IT Data Backup, Recovery and Retention Policy IT Governance Charter IT Internal Audit Plan IT Management Policy IT Operating Systems Security Policy IT Project and Portfolio Management Policy IT Risk Management Policy IT Risk Register Template IT Security Controls Policy IT SLA Management Policy IT User Access Management Policy IT Strategic Plan				
43. Borrowing Funding & reserve	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	Manager BTO	Y
44. Fleet Management Policy	03 July 2009 Resolution nr 8.5- 3.2		Manager SCM	
45. Use of Mayor & Speaker vehicle Policy	05 Dec 2014 Resolution nr 10.7.3.1		Manager SCM	

Res nr 10.7.2.1				
46. Free Basic and Indigent Policy	01 July 2015 Resolution nr 10.3.1	When required	Elctro Technical Controller	Y
47. Virement Policy	30 May 2017 Resolution no 031/SCM/17	30 May 2017_Approved/Reviewed with Budget	Manager B&T	

PLANNING & DEVELOPMENT

POLICY	DATE APPROVED/REVIEVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON	SIGN OFF MUNICIPAL MANAGER
48. Performance Management	06 June 2016 Resolution nr		Manager Governance & Compliance	
49. Spatial Development Framework	04 July 2013 Resolution 9.15.2		Manager Town Planning	
50. Risk Management Policy and Framework	30 May 2017 Resolution nr 032/SCM/17	When Required	Manager Governance & Compliance	N
51. Fraud Prevention Plan	December 2008		Manager Governance & Compliance	
52. Subdivision, rezoning, consolidating & building Policy	29 September 2015 Resolution nr		Manager: Town Planning	

	10.4.1.1			

MUNICIPAL MANAGER'S OFFICE

POLICY	DATE APPROVED/REVIEVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON	SIGN OFF MUNICIPAL MANAGER
53. Internal Audit Charter	14/03/2016 Resolution nr 7.5.1	Annually	Senior Audit Executive	Y
54. Delegation Framework and Register	30 September 2016 Resolution nr 10.4		Manager : Office of the MM	
55. Audit Committee Charter	31/03/2016 Resolution nr 10.6.1	Annually	Senior Audit Executive	Y
56. Access to information Manual	27 March 2013 Resolution nr 10.5- 1.7		Manager : Office of the MM	Y

TECHNICAL SERVICES

POLICY	DATE APPROVED/REVIEVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON	SIGN OFF MUNICIPAL MANAGER

57. Roads Policy	26 June 2015 Resolution nr 11.5.8	When required	Manager: Roads & Stormwater	Y

COMMUNITY SERVICES

POLICY	DATE APPROVED/REVIEVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON	SIGN OFF MUNICIPAL MANAGER
58. Pauper Burial	02 November 2010 Resolution nr 7.10- 3.1		Manager: Community Services	
59. Use of Municipal Facilities	Approved between 2010 and 2011		Manager: Community Services	

MUNICIPAL BYLAWS

By laws are in the process of undergoing public participation.. They were adopted by Council in August 2017

BY LAW 2017	SUBJECT
Outdoor Advertising signs	Advertising signs and the disfigurement of the front or frontages of streets
Air pollution Control/Air Quality Management	Air pollution
Keeping of Animals, birds and domestic pets	Animals, birds and domestic pets
Building control and regulations	Building control regulations

BY LAW 2017	SUBJECT
Business and street trading	Business and street trading
Cemeteries	Cemeteries
Childcare services	Childcare services
Commonage	Commonage
Waste Management	Dumping and littering
Tampering	Tampering with Electricity supply
Liquor trading	Liquor trading
Nuisance Control	Noise pollution
Public amenities	Public amenities
Electricity	Electricity
Road Traffic	Road Traffic
Street Lighting	Street Lighting
Wayleaves	Wayleaves
Corporate Identity	Corporate Identity
Ward committees	Ward committees
Public roads & miscellaneous	Public roads & miscellaneous
Tariffs	Tariffs
Property rates	Property rates
Credit control and debt collection	Credit control and debt collection
Indigent & FBS	Indigent & FBS
SPLUMA	SPLUMA implementation

ANNEXURE 2: ABRIDGED ORGANOGRAM

MUNICIPAL MANAGER AND DIRECTORATES PORTFOLIO FOCUS AREAS

OFFICE MUNICIPAL MANAGER

Focus Areas

- Strategic support (administration)
- political executive support
- Internal Audit
- Strategic Communications

BUDGET AND TREASURY STANDING COMMITTEE

Focus Areas

- Management of financial resources
  - Budget and Treasury,
  - Revenue Services,
  - SCM,
  - stores and Expenditure Management
- Policies, Procedures and By-lays (MFMA and National Treasury)
- Financial support to all Departments
- Information Technology Support
- ENaTIS Licensing

TECHNICAL SERVICES

Focus Areas

- Infrastructure Development (Maintenance and Minor Construction)
- Technical Service Delivery
- Electricity
- Roads (Maintenance and Minor Roads Construction) and Stormwater
- PMU Project Management /Administration

COMMUNITY SERVICES

Focus Areas

- Community based service provision
  - cemeteries,
  - environmental management,
  - Libraries and amenities)
- Traffic Services – Law enforcement
- Community based by-laws
- Waste Management and Refuse

CORPORATE AND SUPPORT SERVICES

Focus Areas

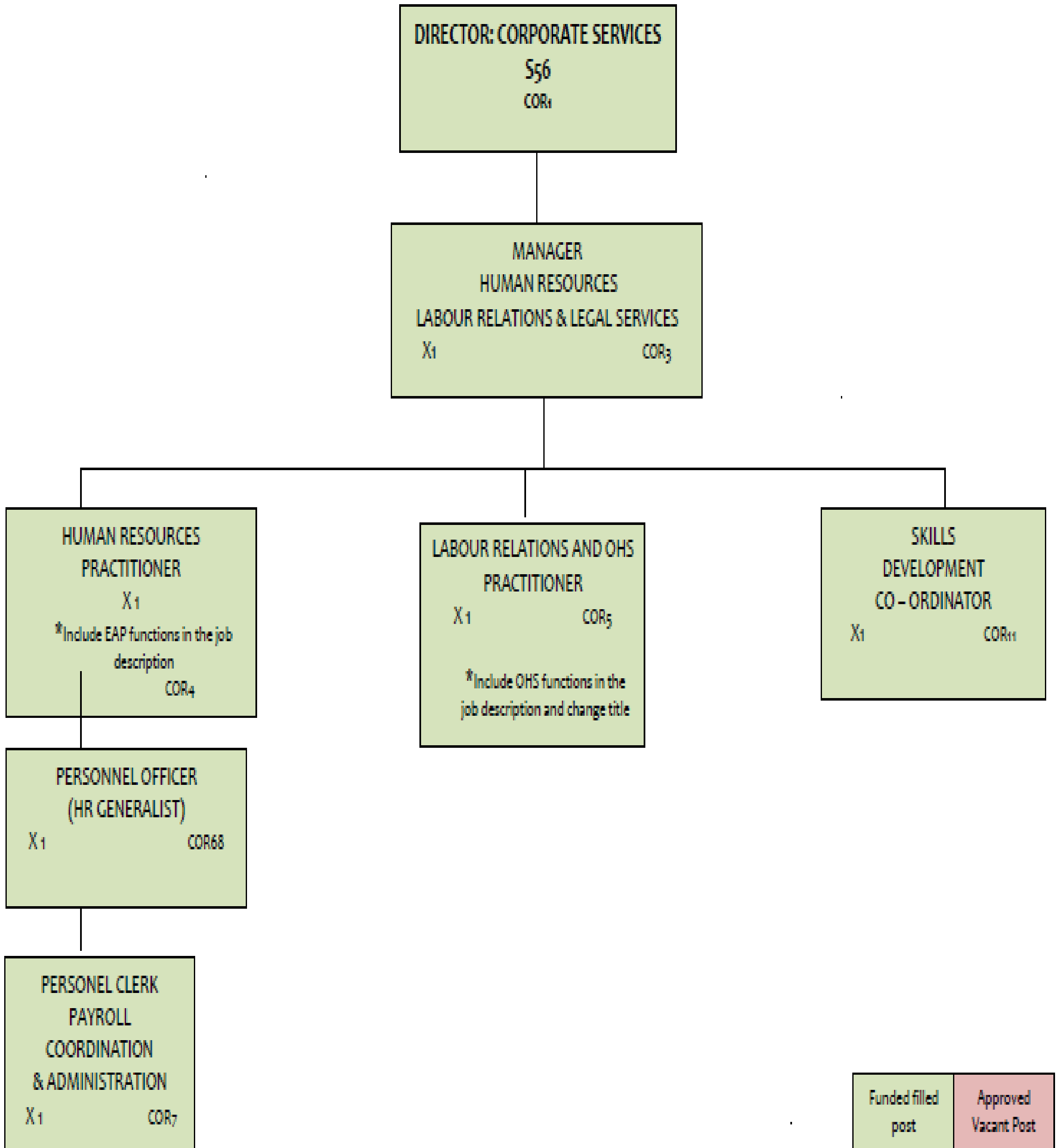
- Council Administration, Assets and Building Preservation
- Council Support and ward support
- HR & Labour Relations
- Stakeholder Relations – participation
- Customer Care/ presidential hotline
- Legal Services / Compliance
- Special Programmes (HIV Aids Youth, disabled, elderly and woman)
- By-Laws Facilitation
- Document Management
- Fleet Management

DEVELOPMENT AND TOWN PLANNING

Focus Areas

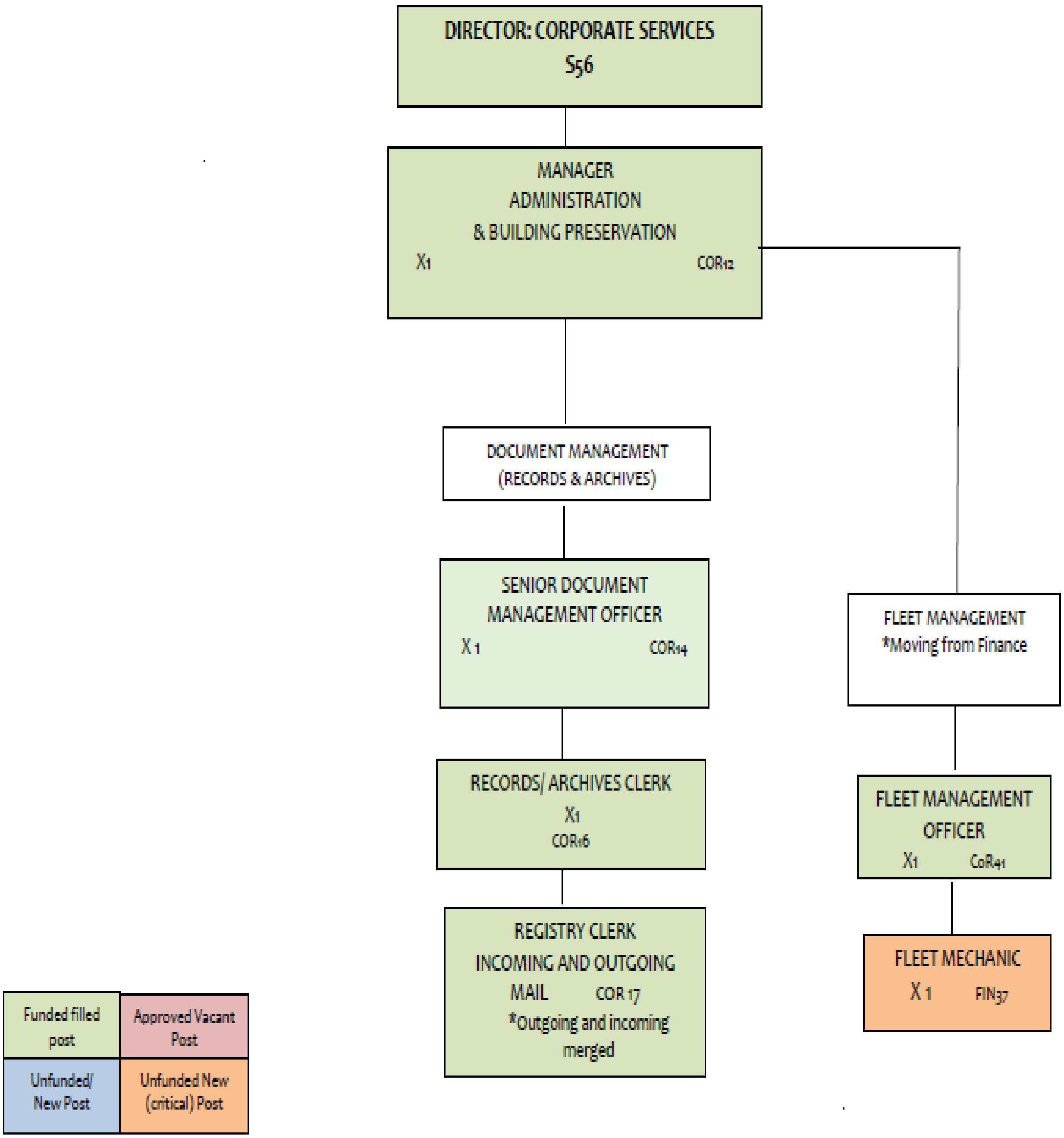
- Support to community participation structures
- Housing, Town Planning and Land Use Management
- Performance Management
- Integrated Planning and Economic Development
- Governance and Compliance – Risk Management
- Strategic Planning
- LED

ORGANIZATION & ESTABLISHMENT– DIRECTORATE: CORPORATE SERVICES
HUMAN RESOURCES / LABOUR RELATIONS & LEGAL SERVICES

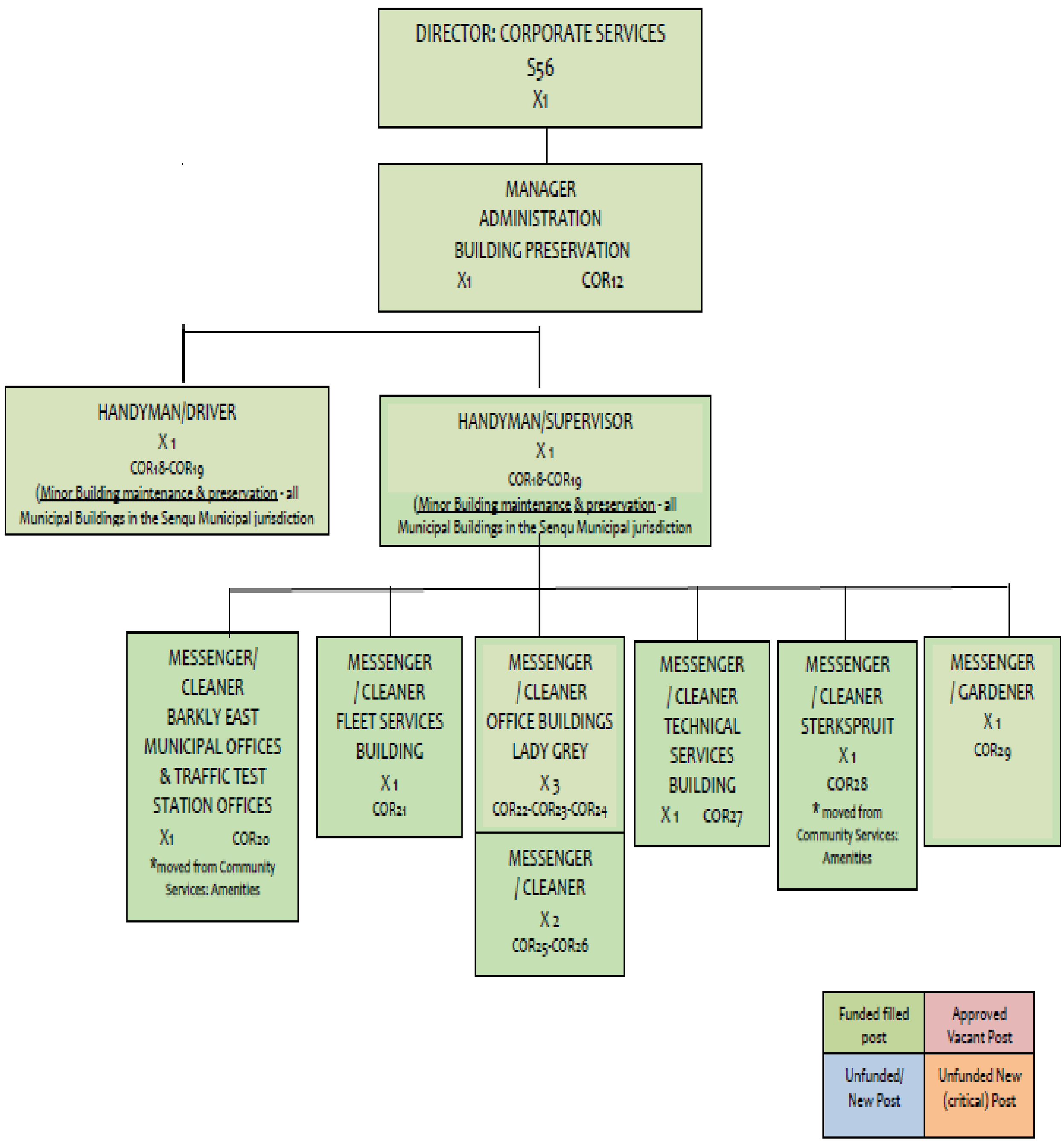


Funded filled post	Approved Vacant Post
Unfunded/ New Post	Unfunded New (critical) Post

ORGANIZATION & ESTABLISHMENT DIRECTORATE: CORPORATE SERVICES
ADMINISTRATION / COUNCIL SUPPORT & BUILDING PRESERVATION

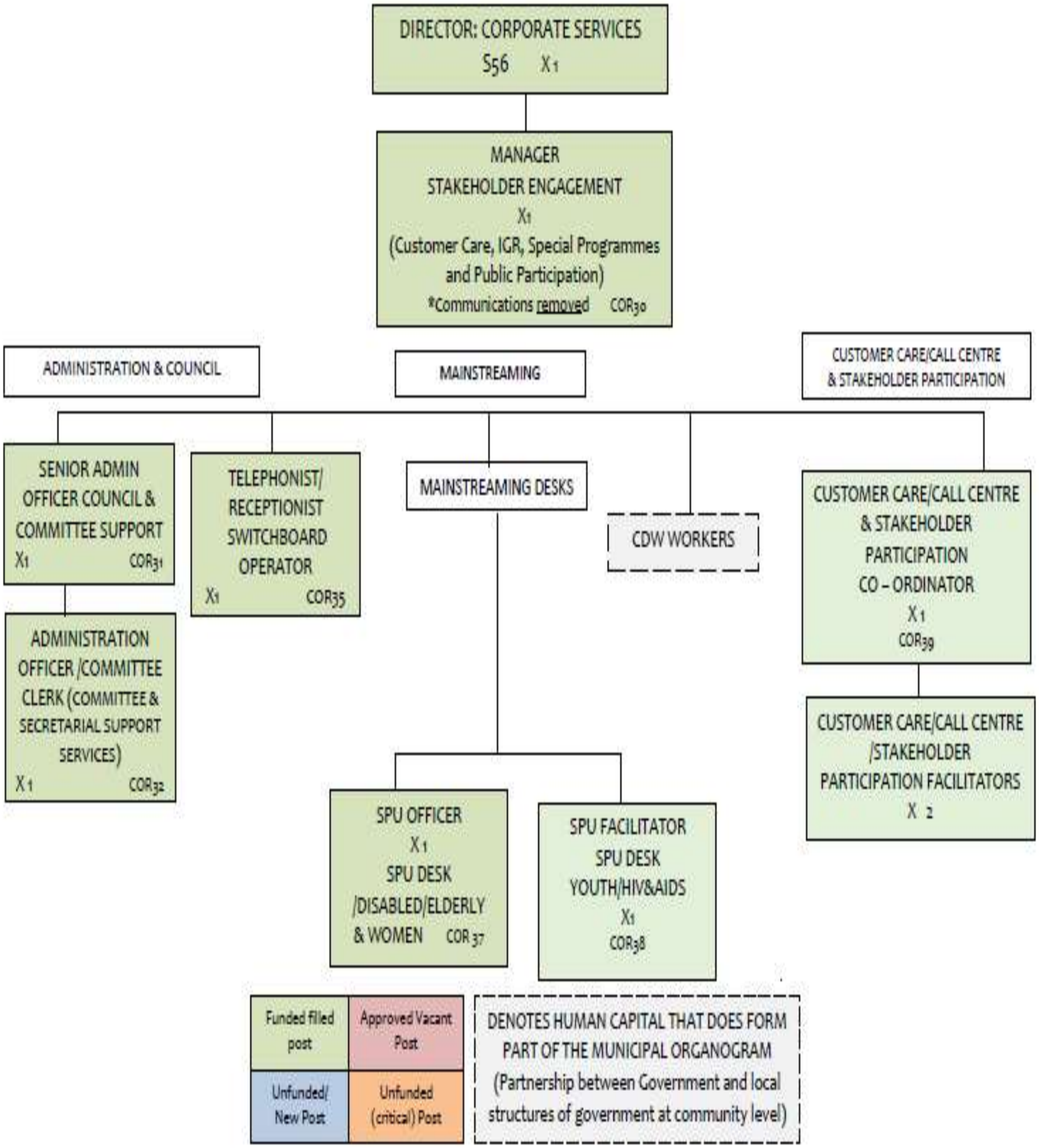


ORGANIZATION & ESTABLISHMENT DIRECTORATE: CORPORATE SERVICES
ADMINISTRATION / COUNCIL SUPPORT & BUILDING PRESERVATION CONTINUED

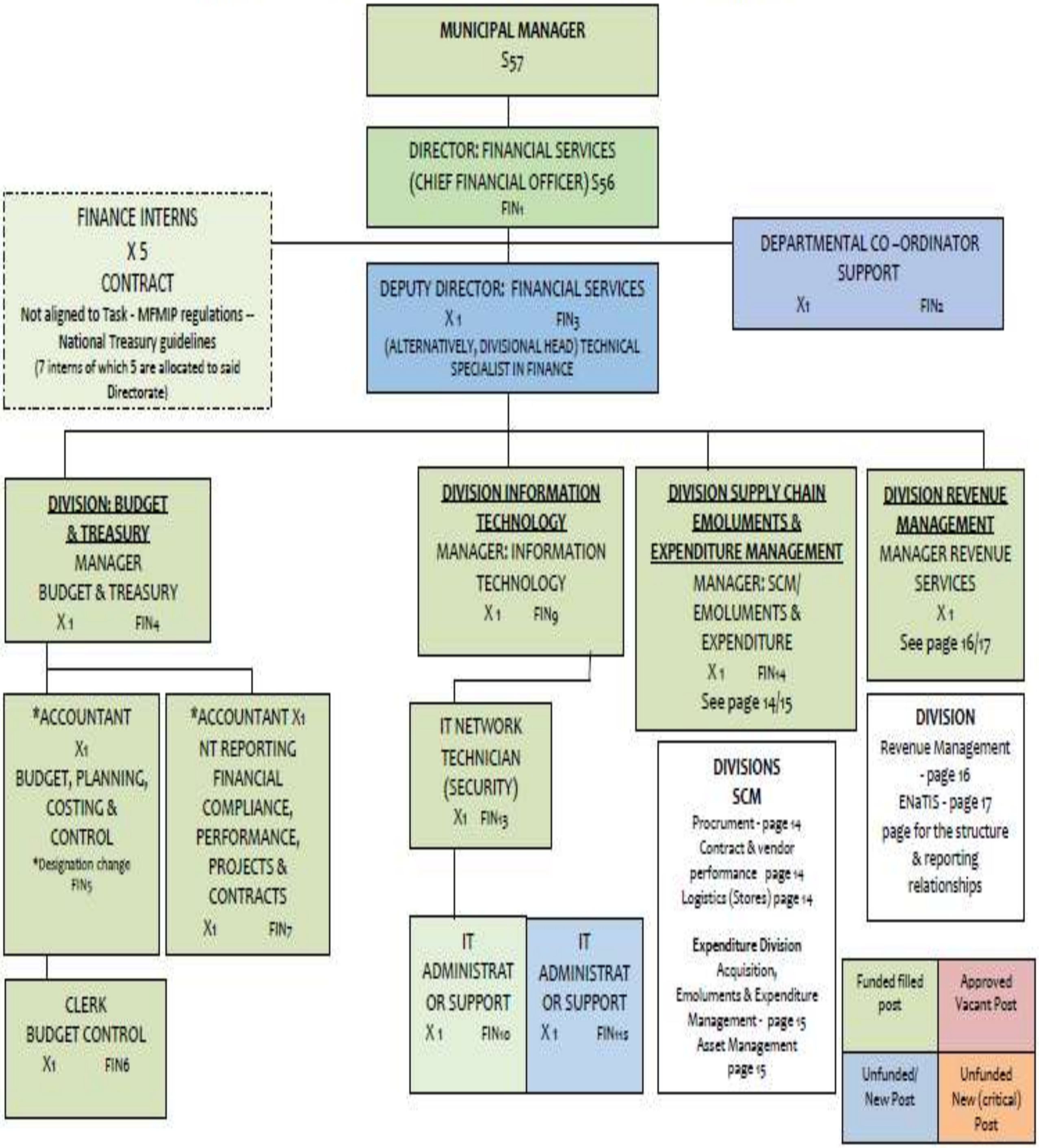


ORGANIZATION & ESTABLISHMENT DIRECTORATE: CORPORATE SERVICES

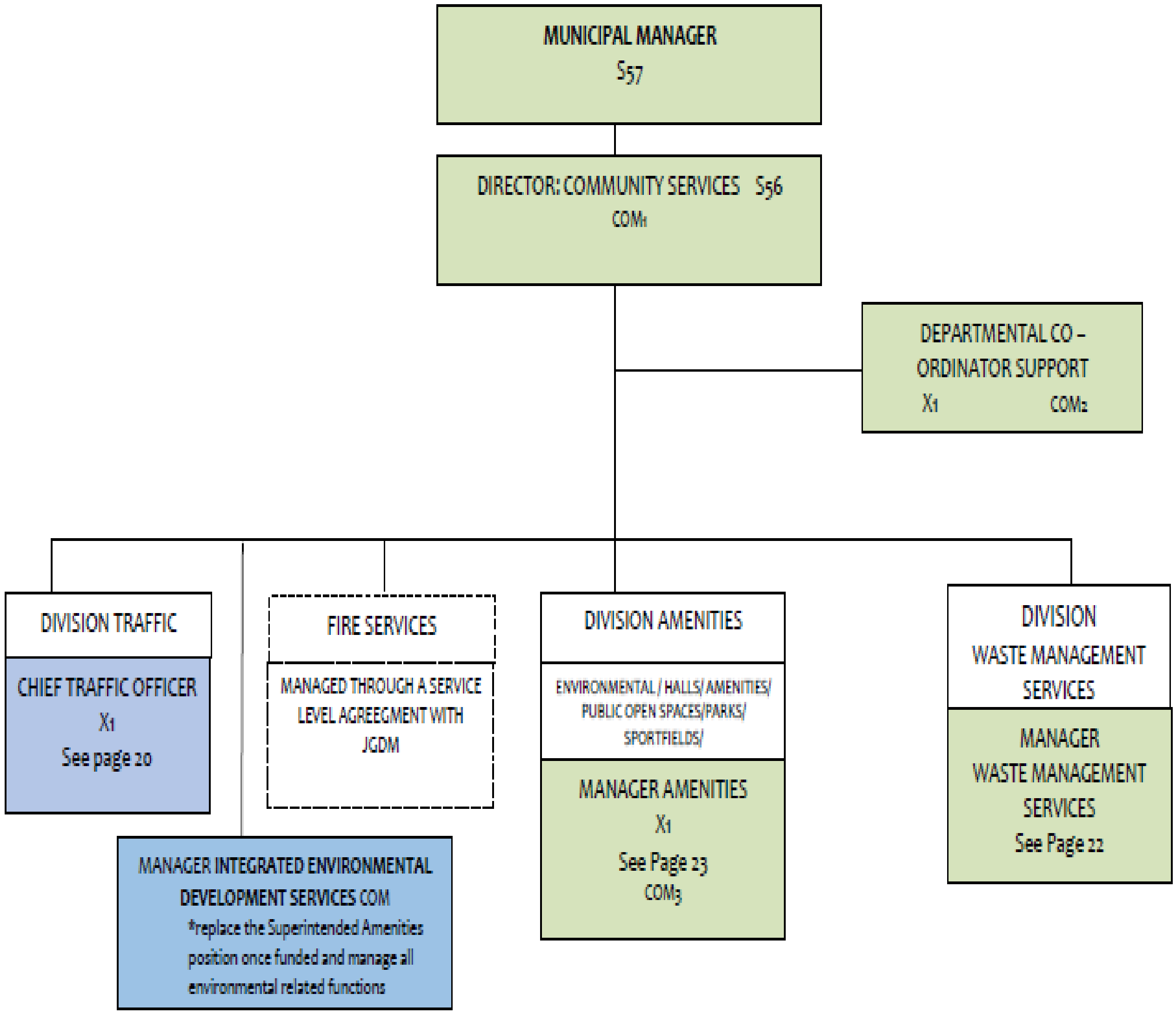
STAKEHOLDER ENGAGEMENT



ORGANIZATION & ESTABLISHMENT: DIRECTORATE: FINANCIAL SERVICES

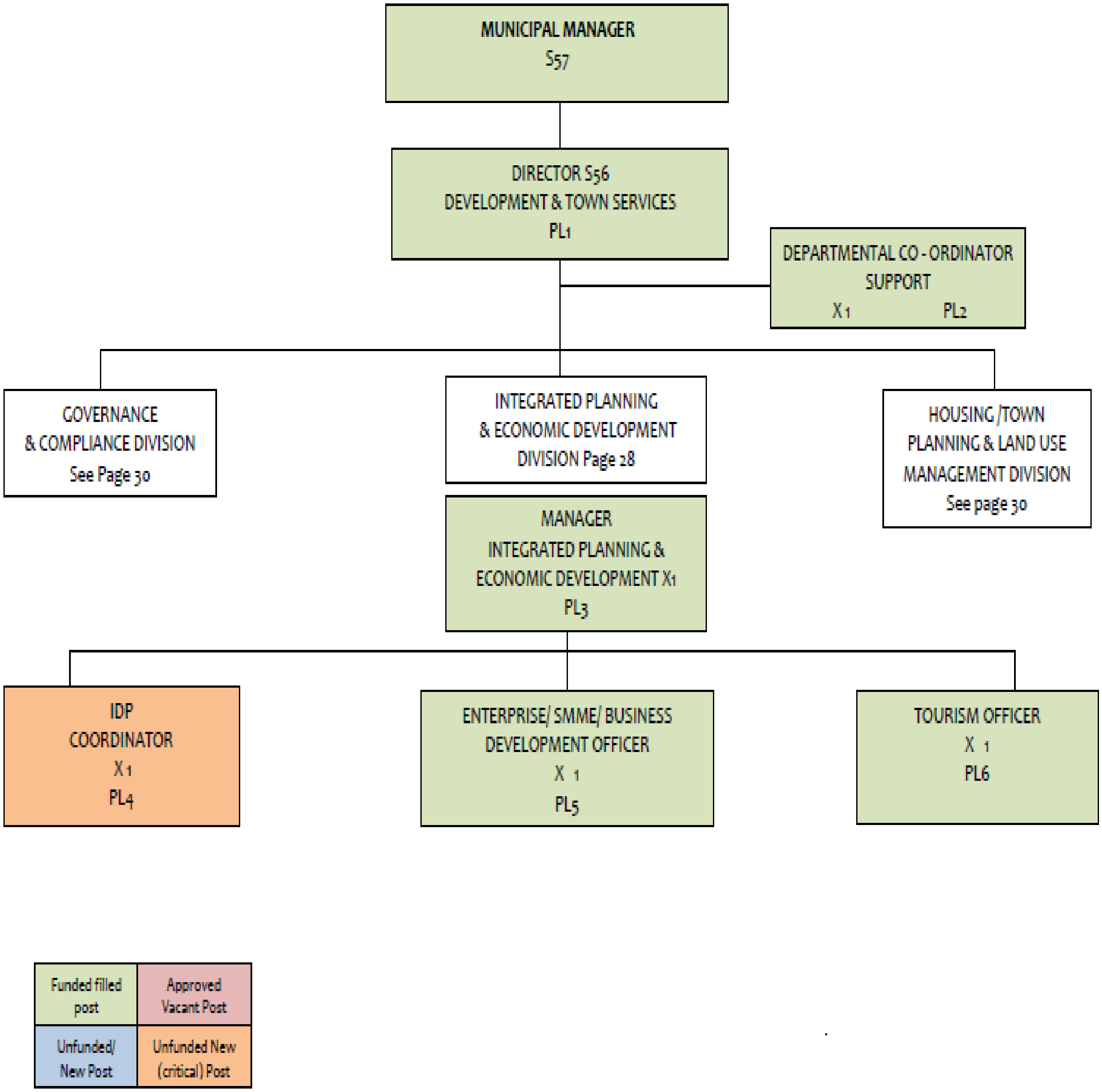


ORGANIZATION & ESTABLISHMENT – DIRECTORATE: COMMUNITY SERVICES

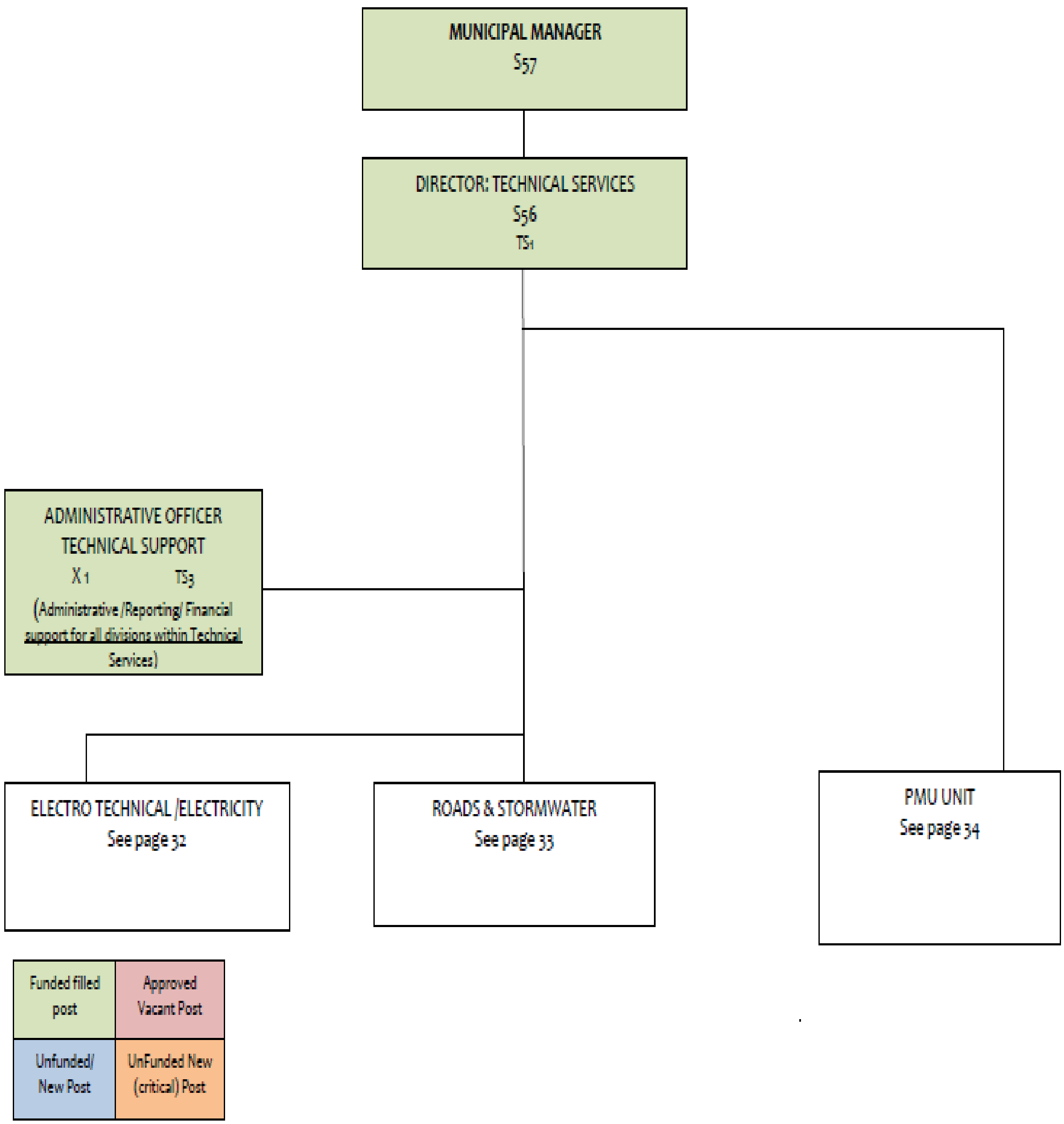


Funded filled post	Approved Vacant Post
Unfunded/ New Post	Unfunded New (critical) Post

ORGANIZATION & ESTABLISHMENT: DIRECTORATE DEVELOPMENT & TOWN PLANNING SERVICES



ORGANIZATION & ESTABLISHMENT : DIRECTORATE TECHNICAL SERVICES



ANNEXURE 3: STAKEHOLDER REGISTER

Senqu Community Stakeholder Register

2017/18

Organisation	Contact Person	Contact details
AGRICULTURE		
Clanville Boere Vereeniging	JVA Greyling M.J. Greyling	045 9421005 045 9421009 ricksu@nokwi.co.za mjakang@ananzi.co.za
Hershel Farmers Support Centre	B.W.Mafantir	076 1304682
Transvaal Agricultural Union (TAU SA)	J.Schoeman	083 6510739 P.O.Box 263 Barkly East 9786 jacoschoeman@telkomsa.net
Small Farmers	Ntsokolo Dyasi	078 7589522
Barkly East Small Farmers	Thobile Yalezo Thembinkosi	073 1902622 078 2089281
NAFU SA	Siyanda Chitha	079 0319110

Organisation	Contact Person	Contact details
	Caleb Nxele	sgsiyanda@webmail.co.za 072 5526357
Senqu Farmers Association	Mr. Gielie Greyvenstein	082 921 7061 or 0459719100 **(F)** gpgboerdery@xsinet.co.za
COMMUNITY ORGANISATIONS		
Council of Churches	Nombuyiselo Mjobo-Spambo	076 9119032 P.O.Box 124 lady grey 9755
SACC - YF	Mxolisi Sonti	mxolisisontis28@gmail.com 072 4221753
JSC	Wiseman Ntshwaxu Zabevuya Matyebo	072 1328781 tawise@webmail.co.za 078 3999461
LGCBO	Mbulelo Nomaxhayi S.Makafani	079 8401315 073 2222379
LGTA	Porelo Dikobo	073 8609255
Sport Forum	Phumla F.N. Dawule Bongeka Mzangwe F.Mzangwe Z.Khoba	078 3624731 073 6437962 078 1845903 072 4876820
Senqu Youth Council	Mr. Velile Stokwe Chair Nomfundo Gcinisa (Deputy) Siyabulela Mei (Sec)	073 9678083 074 7307571 083 4754127
RATEPAYERS		
Lady Grey Ratepayers Association	P.C.Wood	082 5769009

Organisation	Contact Person	Contact details
BUSINESS		
GLS Shop Mehlomakulu	Gloria N Moseleuyama	082 8470350
	S.L.Q Busakwe	P.O.Box 10 Sterkspruit 9762 Luvuyo.busakwe@impilo.ecprov.gov.za
Khula Bhele	B.T Mpelwane	08 7323405
Sakhikamva Co-op	Matsepang Mandrew	072 1356228
Sterkspruit brick makers	A.K.Gebuza Mlamli Kongisa	073 8327084 073 0715534
Masiphilisane	Ntombizanele Matuka	073 6127158
Thusanang	Deneo Potlaki	073 0305589
Senqu WEE	P.C.K.Oldjohn	073 0353634
Aligeo guest House		073 6298642
BMS Pollaspot Complex Projects Co-op	Ras Luther	083 4221659
Lady Grey	S,Mputhi M.Mkmethwa	072 1902328 078 4610678
Masabelane	N.P.Kongisa Z.L.Bikizana	073 3816836 076 406260
Refefgotso Construction	E. Moketsi	072 9107195
Sterkspruit Business Forum	Welile Mbolekwa Chairman	Tel: 051 004 0053 Fax: 086 542 9381 Email: welile@sharpaxemedia.co.za welile@msn.com Mobile/cell : +2783 692 6514
WARDS		
Community Development Workers	Nomnqophiso Shumane (Ward 1) Nomfundiso Mvula (Ward 2)	073 8380516 083 9580116

Organisation	Contact Person	Contact details
	Deceased (Ward 3)	073 730 7230
	Sichumile Ndluzele (Ward 4)	073 273 9407
	Thekanti Lamani (Ward 5)	073 860 9255
	Poelo Dikobo (Ward 6)	073 730 7230
	Sindiswa Tyesi (Ward 7)	079 656 1123
	Coceka Mpu (Ward 8)	079 206 0924
	Noluthando Mqungquthu (Ward 9)	072 315 0112
	Thembeka Setlai (Ward 10)	078 757 2858
	Hlalele Sereba (Ward 11)	078 571 9823
	Caswell Nyongwana (Ward 12)	078 652 4089
	Deceased (Ward 13)	072 959 7488
	Lieketseng J.Marai (Ward 14)	079 260 3899
	Mongezi Motleleng (Ward 15)	
	Vuyani Letlaka (Ward 16)	
Senqu Ward Committee	M.V.Odendaal	083 4032376
	V.D.Mngezana	073 20552136
Traditional Leaders	Chief Manxeba	084 7477 313
	Chief Nkopane	078 119 3777
	Chief Vukani	078 253 4011
	Chief Kakudi	076 847 1099

ANNEXURE 4: CUSTOMER CARE

Customer Service Policy Statement:
Providing Goods and Services to Residents of Senqu Municipality

1. Our mission

The mission of Senqu Municipality is to provide community services that enhance our valued quality of life through equitable delivery of

services; effective stewardship of our unique physical environment; cooperative planning and resources development and fiscal responsibility."

2. Our commitment

In fulfilling our mission, Senqu municipality strives at all times to provide its goods and services in a way that is transparent, affordable, efficient , effective and relevant to the individual residents' need and respects their dignity and independence.

3. Providing goods and services

Senqu Municipality is committed to excellence in serving all customers including people with disabilities and we will carry out our functions and responsibilities in the following areas:

3.1 Communication

We will communicate with people with disabilities in ways that take into account their disability.

We will train staff who communicate with customers on how to interact and communicate with people with various types of disabilities.

We will communicate with people in their own language

We will communicate in a concise manner avoiding all jargon to enable the customer to fully comprehend and understand the communication.

3.2 Telephone services

We are committed to providing fully accessible telephone service to our customers.

We will train staff to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly.

3.3 Billing

We are committed to providing accessible invoices to all of our customers. For this reason, invoices will be provided in the following formats upon request:

Hard copy or e-mail.

We will answer any questions customers may have about the content of the invoice in person, by telephone or e-mail.

3.4 Goods and services provided

- Buying of pre-paid electricity
- Grave plot applications
- Building plans
- Town Planning zoning applications
- Cutting of grass on verges and parks
- Hire of commonage for grazing
- Hire of community halls
- Buying of vehicle licence discs
- Change of ownership of vehicles
- Writing of Learners Drivers liscence
- Driving Licence tests

- Electrical connections
- Hiring of stadiums and sport facilities
- Street signs
- Impounding of stray animals
- Storm water drainage
- Street and access road maintenance
- Business applications

4. Notice of temporary disruption

Senqu Municipality will provide customers with notice in the event of a planned or unexpected disruption in the facilities or services. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.

The notice will be placed at all public entrances and service counters on our premises.

5. Training for staff

Senqu Municipality will provide training to all employees, volunteers and others who deal with the public or other third parties on their behalf, and all those who are involved in the development and approvals of customer service policies, practices and procedures.

Applicable staff will be trained on policies, practices and procedures that affect the way goods and services are provided. Staff will also be trained on an ongoing basis when changes are made to these policies, practices and procedures.

6. Feedback process

The ultimate goal of Senqu Municipality is to meet and surpass customer expectations. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way Senqu Municipality provides goods and services can be made by e-mail, verbally, suggestion box and feedback card. All feedback will be directed to the Customer Care Officer. Customers can expect to hear back in 3 working days.

Complaints will be addressed according to complaint categories already established in our municipal's complaint management procedures.

7. Modifications to this or other policies

We are committed to developing customer service policies that respect and promote the dignity and independence of people. Therefore, no changes will be made to this policy before considering the impact on the people concerned and discussing the proposed changes with them.

8. Questions about this policy

This policy exists to achieve service excellence to customers. If anyone has a question about the policy, or if the purpose of a policy is not understood, an explanation should be provided by, or referred to the Customer Care Officer.

CUSTOMER CARE POLICY (condensed)

3. OBJECTIVES OF THE POLICY

With this policy Senqu Municipality aims to achieve the following objectives:

- To fulfil the human right of every citizen to be treated with dignity and respect
- To foster quality customer service standards for all citizens of the municipality
- To ensure satisfactory service delivery for the customers of the municipality
- To make people aware that the municipality values and encourages their input in activities of the municipality
- To promote equality, courtesy and delivering on the mandate of government for all our customers
- To comply with legislation
- To provide a quality service to all stakeholders interacting with the Municipality – the public, service providers, contractors, fellow staff members in every department and other government agencies.
- To ensure that customers are provided with the relevant information as and when is needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client
- To ensure that customers, both internal and external to the Municipality receive a consistent and fair treatment at all times.
- To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers
- To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.

4. CUSTOMER SERVICE COMMITMENT

Senqu Municipality commits itself to maintaining quality customer service guided by these principles:

- To provide services of high quality standards to all our customers, by giving them value for their money
- To treat our customers with equity, professionalism and dignity at all times
- To maintain effective communication with our customers, by continuously engaging them on information that is of importance to them in terms of developments within the municipality
- To address all issues that are raised by our customers in the best possible manner, to ensure satisfaction and resolve matters directed to the municipality
- To employ knowledgeable staff who will assist customers, and be able to resolve their customer queries
- To promote and uphold confidentiality of all our customer queries, in order to make it safe for customers to come forward with any problems
- To ensure maximum utilisation of all resources so that service delivery is satisfactory to all customers

5. STANDARDS AND VALUES

5.1 The key objective is to ensure consistency in our customer service by:

a. Providing a standard that is simple and user friendly.
b. Providing a documented framework and guidelines.
c. Developing performance targets which are reviewed regularly and gather feedback from staff, Councillors, our partners and the public.

5.2 Waiting times

a. After initial contact, customers will be given an indication of how long they can be expected to wait. If waiting times are to exceed

10 minutes, customer services staff must inform the customer.

5.3 Telephone calls

a. Staff will aim to answ er telephone calls within 15 seconds or after 2 rings, whichever is greater.
b. Calls in departments and sections should be answ ered with:
   - Good morning / afternoon
   - Department and name - preferably surname or first name

c. How ever staff in Customer Services or satellite/external offices should answer calls with:
   - Good morning / afternoon, the facility/site and their name.
d. Staff should aim, w herever possible, to resolve the customer's enquiry at first contact.
e. Telephones w ill be attended during published opening hours. If staff are away from their desk, phones should be diverted to another person / section or a message should be taken. Never leave the customer w ith the impression that you are “unable to assist him/her”
f. In cases where a customer has a hearing impairment, arrangements can be made via the Customer Services department
g. If members of staff need to telephone a customer, they will ask if it is convenient or arrange another time to call and keep the appointment. **THE SWITCHBOARD SHOULD NEVER BE USED** for this purpose.
h. If a call is put on 'hold' the customer must be told w hy this is happening and kept updated if the w aiting time is longer than expected.

5.4 Answer phones and voicemail

a. Answer phones and voicemail may be used to ensure that telephone calls are answ ered. We will aim to provide the follow ing:
   - Recorded messages from answ er phones will provide customers with an alternative contact number or details.
   - Answer phone / voicemail w ill give the caller an option to leave a message.
b. All Council messages must be responded to as soon as possible - ideally w ithin 24 hours or the next w orking day if the message is left over a w eekend, after hours or a public holiday.
c. Staff / sections should update voicemail each day detailing w hether available, on holiday or giving alternative contact details / numbers or forw ard calls to another number or colleague.
d. Wherever possible the use of voicemail should be avoided. It is a sign of being too busy to attend to customers.

5.5 Written correspondence and notices

a. Incoming w ritten correspondence (fax and mail) w ill be acknow ledged within three days (at maximum) and responded to in 10 w orking days (at maximum).
b. Receipt of an email w ill be acknow ledged in one (1) w orking day.
c. The presentation and content of any w ritten correspondence must be clear, easy to understand and jargon free, accurate and include a contact name and number.
d. All issues raised by the customer w ill be acknow ledged and responded to w ithin the correspondence.

e. In written communication with customers, the logo of the municipality must appear in all documentation and/or letters communicating information regarding the municipality

f. All correspondences received must have a turnaround period of 5 days for answering, so that customers and stakeholders know feel priority from the municipality

g. Written notices to the public must be placed on public areas where all public can access it, e.g. libraries, Thusong Service Centre, etc.

5.6 Complaints Procedure

a. Staff will aim to resolve all concerns raised by the customer immediately and informally.
b. Staff will inform the customer that if the informal resolution is not to their satisfaction, they may make a formal complaint and explain how to do this.
c. Customers should have an acknowledgement of their complaint within three days and a full written reply within 15 days.
d. Heads of Departments will analyze any complaints about the service in their respective units and take remedial action so that problems do not recur.
e. These service failures may involve:

i. Unjustified delays.
ii. Failure to follow council policies, rules or procedures.
iii. Failure to provide a service according to Batho Pele principles iv. Failure to tell people of their rights or entitlements.
v. Providing inaccurate or misleading advice

5.7 Publications

5.7.1 The following information will be available in council publications:

a. Standards of service against targets.
b. Progress on projects undertaken by the municipality
c. Changes made to services as a result of feedback, complaints or consultation with relevant stakeholders.

5.8 Suggestions

a. We will encourage customers, partners and staff to make suggestions through a suggestion book located at the Reception area
b. Additionally, the council will inform customers of any changes made to services as a result of their suggestions
c. Suggestions and complains should be acknowledged within 3 working days of receipt.
d. Suggestions and complains should be addressed within 4 working days after acknowledgement e. Where concerns could not be addressed customers should be given valid reasons.

5.9 Customer Safety and Health

a. All customers visiting council buildings will be provided with a safe environment.
b. Where possible, buildings which receive members of the public will have a designated member of staff for (1) Health and

Safety (2) First Aid and the details displayed.

c. The Council shall at all times comply with Health and Safety guidelines as espoused in the OHSA No 85 of 1993.

5.10 Staff training and development

a. We will ensure that staff receives continuous training to enable them to satisfy customer expectations and keep their skills up-to-date.

5.11 Staff name badges

a. Where appropriate, staff will be neatly dressed to meet members of the public.
b. Where appropriate, staff will wear printed name badges that specify their name and designation

5.12 Buildings and signage

a. Buildings will be clearly signed internally and externally.
b. Reception points will be attended during opening hours.
c. Reception points will be welcoming, clean and tidy

d. Reception points will display clear and accurate opening times.
e. Details of services and personnel available will be displayed clearly in all reception areas.

5.13 Information / Communication

a. Information for the public will be clear and reviewed regularly.
b. Published information will be accessible to customers with specific needs and in line with the Promotion of Access to Information Act no. 2 of 2000
c. Information to the public and other stakeholders should be sent timeously

5.14 Availability and access

5.14.1 **We will ensure customers have easy access to information about:**

a. Opening times.
b. Offices and addresses. c. Names of Managers.
d. Facilities / services available. e. Access details.
f. Means by which contact can be made. g. Out of hours contact details.

5.15 Staff conduct, awareness and safety

a. Staff working at information centres must arrive on time at work and should never leave their centres unattended.

Timeous permission should be sought from the immediate supervisor if a staff member w ishes to leave the Information centre for w hatever reason. The necessary disciplinary procedures shall be proffered against any staff member violating this clause.

b. Staff will be courteous and polite and expect to be treated in the same w ay by customers.

c. In any case of extended dispute, frontline staff must seek assistance from their immediate Supervisor who will liaise w ith the immediate Manager.

d. We w ill ensure that procedures are in place to safeguard staff from both verbal and physical attack.

e. We w ill take action - legal or otherw ise - where verbal or physical attacks are made to staff.

f. Staff shall at all times dress properly and w ear their respective name badges for ease of identification by customers.

g. In no time should staff, while at the Information centres answer cell phones. This is because cell phones are believed to be private and clients w ill have an impression they are not attended to.

5.16 Customer information provision

a. Stored information w ill be made available in accordance with Promotion of Access to Information Act no. 2 of 2000

b. Any communication w ill be clearly identified as Senqu Local Municipality w ith author, current date and any reference numbers.

c. We w ill also promote the use of electronic service delivery to provide customers with information.

6. PERFORMANCE MONITORING & EVALUATION

a. This policy w ill be review ed every year to accommodate changing client's preferences
b. We w ill have systems and processes in place that allow us to monitor and evaluate our performance and publicise our performance against standards.
c. Senqu Municipality w ill ensure that systems are in place to monitor service performance against the set standards
d. Information w ill be collected from internal staff, service providers and the public to obtain inputs for improving the system

7. CONCLUSION

This policy document shall achieve the follow ing goals.

- Ensuring improved customer service approach
- Promote cohesion amongst service units
- Increase efficiency in service delivery level standards
- Promote the Local Government: Municipal Systems Act 32 of 2000, to promote to access of information by the public on municipal services
- To encourage customer inputs for service delivery and improvement
- To provide a better understanding on customer needs
- To serve, to satisfy and to promote equality of all customers and stakeholders of the municipality.

ANNEXURE 5: COUNCIL RESOLUTION FOR IDP PROCESS PLAN

024/OCM/17

IDP AND BUDGET PROCESS PLAN 2018-2019

INTRODUCTION

1.1. LEGISLATION

The MFMA Act 53 of 2003 (S21 1b) states that the Mayor must at least 10 months before the start of the budget year table in the Municipal Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan.

COMMENTS

Management Advice

The draft IDP and budget process plan has been developed for comment and adoption by Council by the end of July 2017. It might have to be amended to comply with the JGDM Framework plan dates when the draft plan is released for comment in August. The plan will also be discussed with the community through the IDP Representative and Public Participation Forum.

Implications of following advice,

None. Council will be compliant with the MFMA.

FINANCIAL IMPLICATIONS

If Council does not adopt the IDP and budget review process plan by the end of August 2017 it will not be compliant with the MFMA which could result in measures taken against the Municipality by the National Treasury.

*** Attached as **Annexure "K" page 686-705** is the copy of the Draft IDP review & Budget Process Plan.

RESOLUTIONS

ANNEXURE 6: COUNCIL RESOLUTION FOR DRAFT IDP ADOPTION

SENQU LOCAL MUNICIPALITY

SINCE 2000

SENQU

MUNICIPALITY

MINUTES OF THE
SPECIAL COUNCIL MEETING OF SENQU LOCAL MUNICIPALITY
THAT WAS HELD ON TUESDAY, 27 MARCH 2018
AT 12H00
IN DUMISANI MQUNGQUTHU COUNCIL CHAMBER
LADY GREY

014/SCM/18

DRAFT INTEGRATED DEVELOPMENT PLAN REVIEW 2018-19

1. INTRODUCTION

1.1. Legislation

A municipal council –

(a) must review its integrated development plan-

(i) annually in accordance with an assessment of its performance measures in terms of section 41: and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process. (Municipal Systems Act, No 32 of 2000, S 34).

1.2. Background

Council adopted the IDP 2017-2022 in May 2017. The IDP for 2018-19 is therefore a review of the 2017-2022 document.

2. COMMENTS

2.1. Management Advice

It should be remembered that the document is a draft and that it will be published for public comments in conjunction with the draft municipal budget. There will also be a Mayoral outreach in April 2018 where the contents of both the IDP and budget will be presented.

2.2. Synopsis of salient issues

The draft IDP is not a complete document. It still requires the following additions before it can be send to the MEC and public for comments.

- Budget
- Senqu budgeted projects
- Updated financial plan based on the budget
- Updated annual targets based on the budget
- Sector department projects (most departments have not yet received confirmation about their final budgets)
- Joe Gqabi DM water and sanitation projects

2.3. Implications of following advice.

Council should adopt the draft IDP subject to the above mentioned amendments being made to the document.

2.4. FINANCIAL IMPLICATIONS

The Auditor- General will find against the municipality if any projects are implemented that do not form part of the IDP. It is therefore imperative that the budgeted projects form part of the IDP.

4. RESOLVED

4.1. Council adopted the draft IDP review 2018-19 document subject to the following additions being made before the final document is adopted. These additions were as follows:

- Budget
- Senqu budgeted projects
- Updated financial plan based on the budget

- Updated annual targets based on the budget
- Sector department projects (most departments have not yet received confirmation about their final budgets)
- Joe Gqabi DM water and sanitation projects

ANNEXURE 7: COUNCIL RESOLUTION FOR FINAL IDP ADOPTION

SENQU LOCAL MUNICIPALITY

SINCE 2000

MINUTES OF THE
SPECIAL COUNCIL MEETING OF SENQU LOCAL MUNICIPALITY
THAT WAS HELD ON WEDNESDAY, 30 MAY 2018
AT 09H00
IN DUMISANI MQUNGQUTHU COUNCIL CHAMBER
LADY GREY

029/SCM/18

INTEGRATED DEVELOPMENT PLAN REVIEW 2018-19

1. INTRODUCTION

1.1. Legislation

A municipal council –

(a) must review its integrated development plan-

(i) annually in accordance with an assessment of its performance measures in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process. (Municipal Systems Act, No 32 of 2000, S 34).

1.2. Background

Council adopted the IDP 2017 -2022 in May 2017. The IDP for 2018-19 is therefore a review of the 2017-2022 document. The draft IDP was adopted in March 2018.

COMMENTS

1.1. Management Advice

The draft IDP document was published for public comments. The comment period ended on the 1st May 2018 and no comments were received.

1.2. Synopsis of salient issues

The IDP after adoption will have the following additions before it is sent to the MeC.

- Annexures
- Senqu budget information
- LED Strategy Implementation plan

This is due to saving on printing costs and in case last minute changes have been made to the budget. The only changes made to the IDP Review are Municipal priorities, Ward priorities, objectives and targets, addition of draft disaster management framework, additional SDF and environmental information and lastly updated socio-economic data as contained in the draft LED Strategy.

1.3. Implications of following advice.

Council should adopt the IDP subject to the above-mentioned amendments being added to the document after Council approval.

1.4. FINANCIAL IMPLICATIONS

The Auditor- General will find against the municipality if any projects are implemented that do not form part of the IDP. It is therefore imperative that the budgeted projects form part of the IDP.

4. RESOLVED

4.1. Council adopted the IDP review 2018-19 subject to the following additions being made after adoption. These additions are as follows:

- Annexures
- Senqu budget information
- LED Strategy implementation plan

ANNEXURE 8: DISASTER MANAGEMENT FRAMEWORK

SENQU MUNICIPALITY

INTEGRATED DISASTER MANAGEMENT FRAMEWORK

Adopted 30 May 2018

Authority to plan

The Senqu Municipal integrated disaster risk management framework (herein after referred as IDRMF) is hereby written under the authority given under Section 53, of the Disaster Management Act 57 of 2002.

Approval of framework

This framework is approved by the Senqu municipality council

Resolution no

Amendment register and version control

Other than the continual updating of the IDRMF by the Director Community Services, any proposed amendments to the IDRMF must be presented in writing to the Community Services Director, either voluntarily or whenever the review calls for such.

Distribution list

- IDP
- Municipal registry
- Internal audit
- All heads of departments
- JGDM.

Contents

PART A INTRODUCTION

A.1. Scope

The intention of this framework will be to establish a common set of criteria for Disaster Management which will include Disaster Recovery and Business Continuity objectives for the Municipality.

A.2. Purpose

The purpose of this framework is providing criteria to develop, implement and, maintain a programme to mitigate, prepare for, respond to, and recover from emergencies, disasters and any other situation that may pose a threat to the normal functioning of the Senqu Municipality and its Communities.

A.3. Definitions

Damage Assessment - An appraisal or determination of the effects of a disaster on human, physical, economic and natural resources.

Emergency – A sudden state of danger affecting the functioning of the Municipality and the safety and integrity of its communities that requires immediate action and response.

Enabling Authority – The Head of the Emergency Operations and Disaster Management Centre

SLM– refers to the Senqu Local Municipality, its Council and includes any Municipal Entity or contracted External Agent acting on behalf of the Municipality.

Impact Analysis – A management level analysis that identifies the impacts of losing resources that are integral to the SLM functioning and purpose. The analysis measures the effects of resource loss and escalating losses over time in order to provide the SLM with reliable data upon which informed decisions can be made on hazard mitigation and continuity planning.

Incident Management System – The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with the responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

Integrated Disaster Risk Management Framework – a programme that implements the mission, vision and strategic goals and objectives as well as the management framework for the Municipality.

Mitigation – Activities taken to eliminate or reduce the degree of risk to life, property, or health from hazards, either prior, during or after a defined emergency.

Mutual Aid Agreement – A pre-arranged agreement developed between other institutions, agencies or organizations that will enable easier facilitation of incidents by ensuring readily accessible assistance and support.

"Statutory functionary" means a person performing a function assigned to that person by national, provincial or municipal legislation; (Act 57 of 2002).

PART B – PROGRAMME MANAGEMENT

B.1. Policy

This Framework serv es as the defining policy for Integrated Disaster Risk Management for the Senqu Local Municipality. It sets out the Programme Elements by which the municipality will striv e to achieve its objectives in terms of the requirements of the Disaster Management Act, Act 57 of 2002. It is clear from this Policy that the Municipality considers Disaster Risk Management as inherent of responsibility of ev ery line manager and it is therefore incumbent on ev ery such manager to ensure alignment of departmental serv ice delivery objectives in line with the principles of disaster risk management as promoted by the respectiv e profession or as required by the Head of Centre. Emanating from this Framework is the Disaster Risk Management Plan.

B.2. Head of the centre

The Head of Department for Fire, Rescue & Disaster Management (Chief Fire Officer) serv es as the statutory functionary for Disaster Management and shall carry out the functions as Head of the Municipal Disaster and Emergency Management Centre (DEMC). The Head of Centre shall in terms of Section 45 of the Act, be the enabling authority for Disaster Risk Management in the Municipality where, subject to the requirements of section 45 of the Disaster Management Act, he shall be duly authorized to:

i). Administer and keep current the Disaster Management Plan in consultation with the DMCC ii). Convene regular and/or extraordinary meetings of the DMCC.

iii). Liaise and consult on behalf of the Municipal Manager with the District and Provincial Disaster Management Centres on matters relating to disaster management.

iv). To commandeer any municipal resource, including any municipal employee in the mitigation of any emergency, and

v). Instruct any Head of Department regarding the compilation of any preparedness plan or element thereof for any identified risks that could or will affect the Senqu local Municipality.

B.3. Inter-departmental Disaster Risk Management Coordination Committee (DMCC)

In order to ensure appropriate and adequate Disaster risk management and to promote better communication and coordination, thereby creating a more resilient municipality, an inter-departmental disaster management Coordination Committee shall be established. The DMCC is through its convention is also in terms of its appropriate expertise, knowledge and authority, able to commit resources and assist in response in major incidents.

The composition of the DMCC

- Mayor
- Municipal manager
- Chief fire officer
- Chief financial officer
- Municipal technical Services Director
- Head of supply chain management unit
- Traffic services
- Head of town planning Services
- Head of IT services
- Section 57 managers.
- Portfolio councillor.

B.4. Municipal Disaster Management Advisory Forum

It is considered necessary that a municipal disaster management advisory forum (DMAF) be established in order to make sure that there is adequate input in the disaster risk management plan.

The Participants include:

- JGDM Disaster management
- South African Police Service
- Emergency Medical Services
- Provincial Traffic Services
- Correctional Services
- Health Services
- JGDM Municipal Health Services
- Senqu Fire Protection Services
- Department of Rural development and Agrarian reform
- Department of Environmental Affairs
- Community based organisations
- Non-governmental Organisations
- Any other person or body so co-opted as a secondary stake holder

B.5. Programme Assessment

A comprehensive assessment of the Disaster Management Programme elements listed in **C** of this framework shall be conducted annually by the DMCC to determine the overall effectiveness of the Programme and its alignment to the KPAs and related Enablers as envisaged in the respective National, Provincial and District Disaster Management Framework.

PART C – PROGRAMME ELEMENTS

C.1. GENERAL

The Disaster Management Programme shall include the following elements, the scope of which shall be determined by the potential hazards affecting the Municipality. The elements shall be applicable to the phases of mitigation, preparedness, response and recovery.

C.2. LAWS AND AUTHORITIES

The Disaster Management Programme shall comply with all applicable legislation, regulations and shall supersede any other council policy in terms of definition of an Emergency as contained in this Framework.

C.3. HAZARD IDENTIFICATION AND RISK ASSESSMENT

C.3.1 The DMCC shall identify hazards, the likelihood of their occurrence and the vulnerability of the people, property, environment and the capacity of the municipality to deal with those hazards.

Hazards identified shall include but not limited to: -

- Natural events
- Technological Events
- Human Factors.

C.3.2 The DMCC shall conduct an impact assessment analysis to determine the potential for detrimental impacts of the hazards on the following items, including but not limited to: -

- Health and safety of persons in the affected area at the time of the incident.
- Health and safety of persons responding and reacting to incident.
- Continuity of operations and services of the Municipality
- Property, facilities and infrastructure

- The environment
- Economic and financial considerations and conditions.
- Regulatory and contractual obligations
- Image and reputation of the Municipality

C.4. HAZARD MITIGATION

C.4.1. The DMCC shall implement a strategy to eliminate hazards or mitigate the effects of hazards that cannot be eliminated.

C.4.2. The mitigation strategy shall be based on the results of hazard identification and risk assessment impact analysis, programme assessment, operational experience and cost benefit analysis.

C.4.3. The mitigation strategy shall consider but not be limited to the following:

a). The use of appropriate building construction standards and safer town planning guidelines.

b). Hazard avoidance through appropriate land use practices.

c). relocation, retrofitting, or removal of structures at risk.

d). removal or elimination of hazard.

e). Reduction or limitation of the amount or size of the hazard.

f). segregation of the hazards from that, which is to be protected

g). Modification of the basic characteristics of the hazard.

h). Control of the rate of release of hazard.

i). Provision of protective systems or equipment.

j). Establishment of Hazard warning and communication procedures

k). Redundancy or duplication of critical systems, equipment, information, operations or materials.

C5. RESOURCE MANAGEMENT

C.5.1. The DMCC shall establish programme performance objectives for each hazard identified in Part C3. The programme performance objectives shall consider but not be limited to the following:

a). Primary and Secondary Health care facilities.

b). Emergency medical services

c). district and local Fire and Emergency services

d). The South African Police Services

e). Provincial Authorities

f). Medical Doctors

g). Information Technology Suppliers

h). Medical Equipment Suppliers

i). South African Weather Services

j). Tourism bodies

k). SABC

l). Special groups and Associations (NGOs)

m). Special Equipment supplies

n). other relev ant agencies as deemed necessary

C.6. PLANNING

The IDRMF shall include the development of plans in accordance with Part B .1. and shall include but not limited to strategic planning, emergency operations and recovery planning.

C.7. PLANS

C.7.1 The strategic plan shall define the v ision, mission, goals and objectiv es of the Disaster Management Programme and shall be referenced with the Disaster Management Plan.

C.7.2 An emergency response plan assigns responsibilities to organisations and individuals for carrying out specific actions at projected times and places in an emergency or disaster.

C.7.3. The mitigation plan shall establish interim and long-term actions to eliminate hazards or to minimize the impact of those hazards that cannot be eliminated.

C.7.4. The recov ery plan shall identify the short term and long-term priorities, processes, v ital resources, acceptable time frames, ad procedure for restoration of serv ices, facilities, programmes and infrastructure.

C.7.5. A continuity of operations plans shall identify the critical and time sensitive applications, processes and functions, to be recov ered and continued as well as the personnel and procedures necessary to do so, such as serv ice impact analyses, business continuity management etc.

C.8 COMMON PLANS ELEMENTS

C .8.1 The functional roles ad responsibilities of internal and external agencies, organisations, departments and individuals during mitigation, preparedness, response, and recovery should be identified.

C.8.2 the lines of authority for those stakeholders shall be identified.

C.9 DIRECTION CONTROL AND CO ORDINATION

C.9.1 The DMCC shall dev elop a capability to direct, control and coordinate response and recovery operations.

C.9.2 The fire Serv ices, Incident Management and Command system shall be utilized in accordance with the purpose of this programme.

C.9.3. The specific organisational, departmental and individual roles shall be identified for each management function as specified in the IDRMF.

C.9.4. A mechanism shall be identified to determine the lev el of implementation of the incident management according to the magnitude of the incident and capabilities of the SLM.

C.9.5. Applicable policies and procedures for coordination, response, continuity and restoration activities with appropriate authorities and resources while ensuring compliance with regulations and standards.

C.10. PERSONNEL COMMUNICATION AND CONTACT

C.10.1. Personnel Communication network systems shall be established to augment the purpose of the Disaster Management Programme.

C.10.2. The communication network system shall include but not limited to:

a). A central communication centre

b). An emergency call out priority list

c). An emergency call out standby list

d). An alert status system

e). An emergency paging/ cellular/ landline system

f). a full mobilisation system

C.11. OPERATIONS AND PROCEDURE

C.11.1. The DMC shall dev elop, coordinate and implement operational procedure to support the Emergency / Management Programme.

C.11.2. Particular attention shall be paid to considerations of Safety.

C.11.3. Standard Operating Procedures shall be established and implemented for a response and attention to those credible hazards identified in Section C3 above.

C.11.4. A recov ery situation analysis shall be conducted, this includes a damage assessment and the identification resource needed to support recovery operations.

C.11.5. Procedures shall be established for maintaining the continuity normal municipal functioning that must continue into recov ery and mitigation.

C.11.6. Procedures will be established for continuity of management, should it be incapacitated.

C.12. LOGISTICS AND FACILITIES

C.12.1 The DMCC shall establish procedures to locate, acquire, distribute and account for serv ices, resources, materials and facilities procured or donated to support the Disaster Management Plan.

C.12.2 There shall be a building within Senqu identified to house as an Emergency Operations in Partnership with The District Disaster Management Centre.

C.12.3 prov ision shall be made for physical facilities to be made av ailable and mobilised to cater for external demands during disasters this should include but not limited to:

a) Prov ision of beds.

b) The setting up of a Casualty Handling System (CHS).

c) The Prov ision of food and refreshments.

d) Prov ision of extra Medical Supplies.

e) Prov ision of Blankets.

f) Identification of an area to cater for a large number of people who may be affected by disasters, which could be: Sports grounds, community halls School Halls or any other open spaces suitable for such activities.

C.13. TRAINING

C.13.1. An assessment of training needs shall be performed and from this training, an educational support programmes shall be dev eloped to support the IDRMF.

C.13.2. The objectiv e of the training shall be to create awareness and enhance the skills that will be required to sustain t he IDRMF.

C.13.3. Frequency and scope of the training shall depend on the Disaster Management centre head.

C.13.4. Records of all training activities shall be kept.

C.14. EXERCISES, EVALUATIONS AND CORRECTIVE ACTIONS

C.14.1. The DMCC shall ev aluate the IDRMF plans procedures through periodic reviews, testing, post incident reports of similar institutions, performance evaluations and exercises.

C.14.2. Exercises shall be such that they test individual essential elements, interrelated elements or the entire plan.

C14.3. Procedures shall be established to ensure that corrective action is taken on any deficiency identified in the ev aluati on process and to rev ise the IDRMF.

C.15. CRISIS COMMUNICATION, PUBLIC EDUCATION AND INFORMATION

C.15.1. The DMCC shall dev elop procedures to disseminate and respond to requests for pre-disaster information, during a disaster and post disaster, including procedures to provide information to the media and deal with their enquiries according to protocol.

C.16. FINANCE AND ADMINISTRATION

C.16.1. Financial and Administration procedures shall be developed to support the IDRMF before, during and after an emergency.

C.16.2 The allocation of the financial resources to support the IDRMF shall be clearly defined in a Financial Framework rea d with National, Provincial and the District disaster management Frameworks.

ANNEXURE 9: FINAL SDBIP

Still being finalised

ANNEXURE 10: COUNCIL RESOLUTION FOR HR STRATEGY

ITEM 10.4 **ORDINARY COUNCIL MEETING** **30 NOVEMBER 2010**
HR STRATEGY

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1. INTRODUCTION

The purpose of the HR Strategy is to set out a Human Resource Management Framework for Senqu Municipality to meet the organization's strategic goals and objectives. The Municipality's vision which is "valuing our diversity and quality of life for all" must ultimately be realized via the deployment and maximum utilization of human resources. The HR department must evolve from the Traditional HR functions towards a more strategic role in human resource management and the attached HR Strategy defines how this process should take place.

The focus areas of this document are the following:
Human Capital Management (People focus)
HR Administrative Issues
Legislative Compliance.

3. RESOLUTION

2.1 The Council adopted the Human Resource Strategy Document.
2.2 The HR Strategy be workshopped to all staff, Directors and Corporate Services Standing Committee and EXCO Members.

REFERENCES

Auditor General's Management Letter 2017

CEEPA": Mapping the South African Farming sectors' vulnerability to climate change and variability

DEAT website

ECSECC 2016

ECSECC website

ECSECC Senqu Local Municipality Socio Economic Review and Outlook 2017

ECSECC The Eastern Cape Socio Economic Review and Outlook (SERO) 2017

Global Insight Data 2010

Joe Gqabi Water Services Development Plan 2010

Joe Gqabi Environmental Management Plan 2006

Joe Gqabi Environmental Management Plan Draft December 2011

Joe Gqabi Disaster Management Framework 2005

Joe Gqabi Integrated Development Plan

Joe Gqabi Integrated Transport Plan 2010

Joe Gqabi Area Based Plan 2010

New Growth Path

National Development Plan

Senqu's Municipal turnaround strategy 2010

Senqu Spatial Development Framework 2017

Senqu Integrated Waste Management Plan 2013

Senqu Human Resources Strategy

Senqu WSDP

Senqu Employment Equity Plan

Senqu HIV and Aids Mainstreaming Strategy 2013

Senqu CIP

Senqu PMS Framework 2016

Senqu Draft LED Strategy 2018

Senqu Housing Sector Plan 2013

Senqu Draft Tourism Plan 2018

Statsaa Census 2011 & Community Survey 2016

StatsSA Midyear population estimates 2016

Copies of the Document or sector plans may be ordered electronically from the IPED Manager via an email request to viedgeb@senqu.gov.za or downloaded from the municipal website http://www.senqu.gov.za